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TWENTY CENTS

Sales Sales

A Simple Way to Help Your Men in the Fighting Forces

Phil Pillsbury, president of the Pillsbury Flour Mills Co., is doing something which we hope many other organizations will follow. He is arranging to send home town Sunday newspapers to all ex-Pillsbury men in the Army or Navy. He gives as his reason for selecting Sunday newspapers their valuable summaries of the week's news, their interpretive articles and editorials, and their reports of community developments.

"When the war is won and you come back to the Pillsbury Co.," he says in a letter to the Pillsbury fighters, "I want you to be able to step right into civilian life and do a bangup job for the nation and the company." Comments from Pillsbury employes in military service indicate hearty enthusiasm for the plan. It works this way: Employes who were stationed at the home office in Minneapolis receive a Minneapolis paper. Those who come from San Francisco, let's say, get their home paper.

In his letter to Pillsbury men Mr. Pillsbury says, "To receive your newspaper, let me know of any change in your address as soon as you can, except, of course, when you are not at liberty to do so."

A further suggestion to those who decide to follow the Pillsbury plan is this: See that your men in the fighting forces continue to read the company's advertisements. Either send them proof sheets or take out subscriptions for one or more periodicals in which your advertising appears regularly.

A few hundred dollars invested in this way will be one of the wisest investments your company ever made.

MAGAZINE OF MODERN MARKETING



This war is a battle of production. The ability of our plants to produce at a rate never before equalled in industrial history will determine our success or failure. Without the machines of war our fighting men are helpless. We must produce to save them ... we must produce before victory is possible.

NEW EXECUTIVES NEED PRODUCT INFORMATION

Industrial machinery and equipment must now stand up under the punishment of around-the-clock production schedules... yet we are lacking in an adequate supply of technically trained and experienced operating and maintenance executives to supervise this huge program. These plant operating men, therefore, must be supplied with information while they are turning out

the stuff. They must be shown how to get and keep your equipment running on an all-out basis.

You, better than anyone else, know how your product should be used to produce the greatest possible volumes ... you know what technical care and maintenance is essential under the strain of total production... you know how it can best be used to save essential materials—its possibilities in substitution, etc., etc.

MAKE YOUR ADVERTISING USEFUL

We sincerely urge you to put this in-

formation in your industrial advertising. For, in the hands of men responsible for production, the facts about your product will directly help to put more guns, more tanks, more planes into immediate use against the enemy.

branch circulation offices, is effectively reaching the operating personnel in the war plants of the United States regardless of their location. Its editorial content is now wholly devoted to information that will aid them in their efforts to help win the war. Conover-Mast Corporation, 205 East 42nd St., New York City; 333 North Michigan Ave, Chicago; Leader Building, Cleveland.







Parcels for the Forces

More than 100 American firms are sending "Planned Parcels" to former employes now in uniform, through "Parcels for the Forces," an organization that not only knows what, how and when to send, but can also find Johnny Doughboy after a couple of quick transfers.

It's Winter in Australia now—a fact to be considered in making up Johnny's parcel. You wouldn't put the same things in an Iceland-bound package as one headed for the tropics. A Christmas package for a fellow in Egypt should be posted in August, and one going to Alaska should be on its way by mid-November. The staff of "Parcels for the Forces" knows these things and a lot of others that are not within the province of most of us. That its system is pretty good is proved by letters containing such phrases as "You keep us filled and happy," "Your interest makes us feel you are keeping the home fires burning," and "I remain a grateful employe to a swell boss"—all extracts from letters from uniformed men to former business associates, and passed along to P-f-t-F.

Secret of the success of "Parcels for the Forces" is that it makes it so easy to send gifts to the boys. The organization has a number of gift combinations, which it varies upon request; or it will make up parcels according to specifications. It takes care of such details as packing, locating the intended recipient, shipping, and seeing to it that a receipt from said recipient gets back to the sender. The parcels contain good things to eat—cake, candy, jelly, etc.; chewing gum; small toilet articles and utility items—a list that has evolved through experience. The \$5.95 "Lockheed" parcel, for example, contains the usual good things to eat—cake, cookies, candy, jelly, marmalade, relish, peanut butter, etc.; toilet articles and utility items, and the latest issue of Reader's Digest. Assortments range in price from \$2.79 to \$11.25.

"Parcels for the Forces" has offices in Rockefeller Center, New York, and a 15,000-sq. ft. warehouse near the city's main post office. It's the offshoot of an English firm (though operated independently), which has sent more than 2,000,000 parcels to British men in service. The American organization was begun in 1940. It has branches in 180 stores throughout the U. S., which send food parcels not only to soldiers and sailors, but also to civilians in Britain and to prisoners of war. Fastest-growing department, however, is the division working with business concerns and trade associations. Many of these maintain charge accounts and have "Planned Parcels" sent to their former employes and members at regular intervals, varying the packages according to location of the recipients, time of year and other factors. Many companies include their house organs in the packages. One large advertising agency includes in its assortment three of the products for which it handles advertising.

Packages sent to British civilians have entirely different items from those sent to our own forces. Concentrated foods, such as dried milk, soup mixtures, dried eggs; tinned meats; tea; cheese; vitamin pills; cigarettes and tobacco—these are typical items in the British assortments.

"Parcels for the Forces" is always on the lookout for new teems to include in its gift combinations. It conducts surveys and keeps a close watch on reactions of recipients, filing away such comments as, "You might add shoe polish instead of deviled ham," "the GI mirrors they have in the washroom are not much good and the ones you can buy around here are so small that you have to shave one whisker at a time."

Some of the firms now sending parcels through the organization are: American Safety Razor Corp.; Barber Steamship Lines, Inc.; Cincinnati Milling Co.; The Coca-Cola Co.; E. I. du Pont de Nemours & Co., Inc.; Thomas A. Edison, Inc.; Ex-Lax, Inc.; Funk & Wagnalls Co.; General Electric Co.; Hooker Electrochemical Co.; International Paper Products Co.; Johnson & Johnson; National Biscuit Co.; Parker Pen Co.; Sherwin-Williams Co.; Shell Oil Co.; Stone & Webster; and Westinghouse Electric International Co.

Town Meeting

Once each year, usually in the Spring, the Macwhyte Co., of Kenosha, Wis., holds a "town meeting" of employes and stockholders. The management gives a dinner and plans for production, the future, everything of interest to the "family," is discussed. This year the main problem discussed was an "all out for war." Because the plant is now working night and day shifts, the meeting was split; a night dinner for day workers, and a day dinner for night workers.

Macwhyte specializes in wire rope, now in large demand for the Army and Navy and for the upkeep and expansion of war projects. George S. Whyte, chairman of the board and founder, had just celebrated his 75th birthday the day before this year's party. He told those who had gathered:

"We will win this war. There is no doubt about that. I do not know how long it will take but whether it is two years, four years, or more—the end will be victory. We will have to sacrifice. Soldiers will sacrifice, so you will sacrifice to provide the men in the front lines with the materials they need. I know each one of you will do his part."

Service certificates were awarded to employes who had completed five, ten, 15, 20 and 25 years of company service, by Jessel S. Whyte, president. Each man who had rounded out 25 years was presented with a gold watch. The Macwhyte management holds to the theory that it is both profitable and wise to keep stockholder and employes alike informed as to the business and financial status of the company, so:

Twenty-nine colored charts were flashed on a huge screen giving the intimate details regarding company shipments, current assets, fixed assets, liabilities, taxes, profits and losses. H. E. Sawyer, vice-president and treasurer, explained the meaning of each chart adding, "These give you more information than a concern usually supplies to its banker."

Macwhyte has a long and excellent record for unusually fine relations with its employes; long years of loyalty and understanding. Perhaps a moral could be read into it.

City People Like to Freeze

Ray Burnett says he doesn't know exactly when he first woke up to the fact that city people would rent frozen food lockers. Lockers in which you can store a whole dressed hog, or steer, along with fruit and vegetables, are commonly supposed to be conveniences for farmers and small towners.

Maybe it was two years ago, maybe three, maybe he discovered it, or was shoved into it—anyway, Home Ice Co., of Hollywood, has the world's largest locker business among city people, and Ray Burnett, its manager, finished up a big addition just before priorities clapped down on such construction.

SALES MANAGEMENT. published semi-monthly, on the first and fifteenth, except in April and October, when it is published three times a month and dated the first, tenth and twentieth; copyright May 15, 1942, by Sales Management, Inc., 34 North Crystal Street, East Strondsburg, Pa., with editorial and executive offices at 386 Fourth Avenue, New York, N. Y. Subscription price \$4.00 a year in advance. Application made for transfer of entry to the Post Office at East Strondsburg, Pa., under the act of March 3, 1879. May 15, 1942. Volume 50, No. 11.

Where's Business Busiest?

Chart based on "Dun's Review" indexes of Regional Trade Activity compiled by Dr. L. H. D. Weld, Di-

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In trade activity, the Milwaukee region leads all but one of the big markets of the country (markets containing cities with 500,000 or more population).

Note that this rating is not based on any local index or biased research, involves no guesswork as to the comparative amount of war production in each market. Dun's Regional Index measures the flow of trade—not produc-

tion or possibilities, but the changes in buying power and spending, whether resulting from war orders or other business.

So follow this accurate guide to Milwaukee . . . where factory wage earners in the metropolitan area alone are getting \$6,000,000 weekly . . . where business is really busy . . . where one newspaper takes your message into 9 out of every 10 homes.

THE MILWAUKEE JOURNAL

FIRST BY MERIT

CIRCULATION: 281,266 DAILY—320,756 SUNDAY

MAY 15, 1942



Memphis, Tenn. 5,000 WATTS DAY 1,000 WATTS NIGHT

ALES MANAGEMENT MAGAZINE, one of the nation's top business forecasters and analysts, stated that Memphis' increase in retail sales for the 12 months ending February 28, 1942, will lead every other big city in the country!

The survey showed Memphis with an increase of 57 per cent . . . a gain of \$86,900,000.00 in retail sales . . . representing the best business year in Memphis' entire history.

Get your share of this big business in the Memphis market. Tell your story over WMC, the dominant station in a dominant territory.

NBC RED NETWORK

OWNED AND OPERATED BY

THE COMMERCIAL APPEAL

REPRESENTED NATIONALLY BY

THE BRANHAM CO.

Member of
South Central Quality Network
WMC—Memphis, WJDX—Jackson, Miss.
KWKH-KTBS—Shreveport
WSMB—New Orleans
KARK—Little Rock



He started with 100 lockers when Hollywood people began bringing in game and venison for storage after shooting trips. Then more were added, until he had 600 a year ago, and the last addition was 200 lockers of the latest type, with a sharp freezing room, and a butcher to cut up meat for customers.

It started with hunters who could afford long trips. Then fishermen brought in lucky catches of fresh-water fish, and later salt-water hauls from the fishing barges, or their own yachts, or power boats—for example, a 500-pound swordfish.

While Mr. Burnett was getting acquainted with them, they were sizing up the locker business, and presently found other ways to use such facilities—Mr. Burnett learned also what kind of city people are potential customers for lockers, and how to sell them.

Hunters and fishermen sent deer saddles or swordfish to their friends—they needed lockers. Well-to-do Hollywood residents generally have ranches, where they grow their own fruit and berries, keep chickens and cows, even butcher a hog—they could use lockers for stuff brought in from the ranch, their friends could use them for presents of fruit and other perishables.

Among country people, lockers make fresh meat available all year 'round, because a hog, or steer can be butchered, and the meat stored away. Surprisingly, city people will do this when they are shown how, and more Hollywood lockers are now being used by families who buy a whole animal, have it cut into chops, roasts and stewing meat, and pick up enough for tomorrow on their way home from the theater. On that account, Mr. Burnett keeps his lockers accessible 24 hours a day, and the customers come and go whenever it suits their convenience.

No commercial berries or fruit ever have the flavor of tender home-grown varieties, which would not stand shipment. For these, the locker plant has a sharp-freeze room, that conditions the product at 20 degrees below zero, after which it is stored until wanted at around 10 above.

For city people who buy a hog or steer, there is the plant's butcher, who cuts them up for a moderate charge per pound. This is an economy use for lockers, because space to hold 200 pounds of perishables rents for as little as a dollar a month. And if you know higher-income-bracket families, you know that many practice such economies. There is a suspicion that they got into the higher brackets that way.

Higher-bracket customers, Mr. Burnett says, can be put on honor, to go in day or night, and need no supervision. From what he hears about lower-bracket customers, he thinks pilfering might be a problem, and make it hard to give service at the \$12 or \$20 a year he charges for two sizes of lockers.

However, let others worry about that—he has found that Hollywood will rent lockers, and it makes good business for an ice company in competition with mechanical refrigerators.

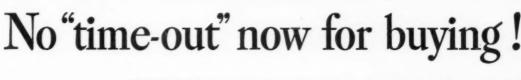
Oh, the Pity of It!

All worshippers at the shrine of Gambrinus were saddened recently by the stern efficiency of the Jacob Ruppert Brewery, New York. When officials of that firm took possession of the recently leased Southern Brewery plant in Norfolk, Va., 1,000 barrels of beer were dumped into Norfolk's drains.

Explained President George E. Ruppert, "The fact that we dumped 1,000 barrels of aging beer, remaining in Southern Brewery's storage vats, was no reflection upon that brew. All future beer coming from this brewery will bear the label of Jacob Ruppert-Virginia, Inc. So we feel that the product should be of the same type, and brewed to the same formula, as all other beverages with the Ruppert label. We prefer not to sell a product with our name but brewed to a different formula."

The merchandising wisdom back of this decision is unquestioned. But beer-bibbers, nonetheless, will deplore the loss of countless golden glows to be found in 1,000 bbls.

[4]



WITH hundreds of thousands of men on night shifts, with millions more going into the armed forces, buying is being concentrated more and more in the hands of the woman.

Today she is the only sure and stable purchasing element in the whole shifting scene.

But hers is not an easy task. With shortages, rising prices, upset routines, family dislocations, each day brings difficult, new problems. The homemaker needs help today as never before. Where will she find it? For answer, study the group of magazines she is buying most eagerly!

More women are asking for and buying Woman's Home Companion than ever before in history. It is a significant fact that you won't find such phenomenal gains in other types of magazines. Why? Because the answers to women's wartime problems appear only in certain magazine pages—pages which have always distinguished women's magazines from all others-the service pages.

These give the "know how" of nutrition, conservation, budgeting and family morale. That's the kind of war news women need and want today-and that's what the Companion brings them.

Thus the Companion with its traditional emphasis on practical help to women, is creating one of the most intensive readerships in publishing history.

* Woman's Home ompanion

* Understanding Women is Our Full-time Job!

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Companion to glean every possible idea"

From an exhaustive questionnaire recently sent to Companion readers, we find among other things that: Women worry more about the women worry more about the problems of buying now-food and clothes particularly.

90% say that good grooming is still important to them today, 29% more important than ever. 40% have bigger incomes than six

86% are buying food in greater quantities; 32% are using more prepared and semi-prepared foods. or eight months ago.

Recreation is centering about the bome, with "visiting" being the rule, rather than big parties.

MAY 15, 1942

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Significant Trends

As seen by an editor of Sales Management for the fortnight ending May 15, 1942:

Watch the Transportation Rulings

ADD TO THE HEADACHES of priorities, rationing and other restrictions the highly complex one of transportation which has been in the making for a long time and is now almost Number One in importance, because it affects everybody.

It is of such major importance that every company should appoint one man to keep abreast of the daily changes in the situation. In this issue readers will find a thorough presentation of the transportation problem as made by Raymond Bill in a speech delivered May 4 before the Association of National Advertisers-but there has been a change since that recent date which will be a worry to many of our subscribers—the ruling on trucks made by Commissioner Eastman.

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The Office of Defense Transportation in its order designed to put over-the-road freight operations on a more efficient basis, has ruled that "Except for certain vehicles which are exempt from the regulations because of the nature of the services in which they are engaged, all trucks after June 1 will be expected to be loaded to capacity on the outgoing trips and to at least 75% of capacity on the return trips.

What does this mean? It seems to mean that manufacturers who have been using their own trucks to make deliveries to wholesalers and retailers must in the future turn their business over to commercial trucking companies, because, except for a small amount of returned goods from customers, their trucks return empty. Of course there is a possibility that the ruling may be modified, but it will certainly be up to business to offer convincing proof to the government that service cannot be maintained through the use of public carriers.

Only by a day-to-day check up of new governmental rulings and instructions can a sales executive know how and where he can sell and deliver.

And may we reiterate what was said in this space in

the May 1 issue-readers should take every possible advantage of the relative ease of shipping today. If you have inventories of finished merchandise don't hold them at the factory. Ship them out to your branches or commercial warehouses today. The nearer you get your merchandise to your consumers the better off you will be when the real transportation crisis arrives.

Buy Your "Iron Goods" Now

THE LIST OF 400 ITEMS which may not be made for civilian use from iron and steel after May 5 (because of modifications, the real stoppage will be August 3) includes many things which are used by marketing organizations in their offices and in field selling operations. During the next few weeks, therefore, would be a good time to anticipate need for the following: Autographic registers, automobile accessories, cash registers, Dictaphone and Ediphone racks, office machinery of every type, salesmen's

display cases and sales kits, display equipment and showcases and window display advertising. Some few of these items can be made without metal, but they are very few.

The Trade Practice Freeze

IN A SINGLE SWEEPING ORDER—the general maximum price regulation—the Office of Price Administration has set the highest prices charged in March, 1942, as an absolute ceiling over virtually everything that Americans eat, wear and use. Beginning May 11 manufacturer and wholesale prices and the prices for wholesale and industrial services must not exceed the highest March level for each seller. Mr. Henderson doubtlessly anticipated that some firms would try to get around the anti-inflation order by keeping prices steady but making changes in discount policies, and he anticipated that in his order.

Consequently manufacturers may not change customary allowances, discounts or other price differentials unless the change results in a lower price. The freeze also applies to transportation extras. Manufacturers are not allowed to require any buyer to pay a larger proportion of transportation costs than he required purchasers of the same class to pay during March, 1942, on deliveries of the same

or similar types of commodities.

But the seller may continue practices adopted in setting different prices to different purchasers or kinds of purchasers, such as manufacturer, wholesaler, jobber, retailer, government agency, individual consumer. Similarly he may continue special price treatment for customers located in different areas, or in the case of orders for different quantities or grades of a product. The OPA may grant higher ceilings at its discretion but manufacturers will not only have to show the absence of heavy profits but also that they have exhausted reasonable possibilities for cutting overhead and other costs. They should, of course, explore for cheaper substitute materials, possibilities for cutting out frills and extras, and many who do this will probably find that the OPA orders are a blessing in disguise.



Are you one of the people who has been harboring the de-lusion that this country was busy in 1929? If so, just take a look at this chart and see where both employment and payrolls are as compared with what we used to think of as a busy year. The spread between the two lines on the right hand side helps to explain why there is so much worry over inflation. What has happened in England is likely to be repeated here—such as the experience of a prominent British manufacturer of cocoa and chocolate products which was recounted in an advertisement in the London *Times* recently.

AS COMPARED WITH PRE-WAR-

Production at Bournville of chocolate and cocoa has fallen by only 13% and a considerable amount of this is for service requirements. But—

Labor used in the manufacture of cocoa and	
chocolate has been reduced by	40%
and-Factory Space released is more than	20%
Paper and cord used for wrapping purposes have	500%

How Has This Been Done?

The answer is simplification. We have stopped making assortments and have concentrated on the manufacture of six products.

Before the war we made......99 lines 237 packings These have been reduced to16 lines 39 packings

We submit this record of our experience to show by simplification it is possible to produce the maximum amount of goods with the minimum of labor, space and materials.



Sales executives are finding that many of the governmental rulings are forcing them to do things which are distinctly beneficial. For example, one of the big midwestern coffee companies, when faced with the government order which prevents it from delivering more than 75% of the unit volume sold in 1941, asked these questions: Shall we make a 25% reduction to all customers? Or should we reduce our sales territory to such an extent that we can continue to make 100% deliveries to all customers in the territory that remains?

After a careful consideration of the alternative method and a study of territory restrictions as practiced by Carstairs Distilling Co., which was recounted in the April 20, 1941, issue of SALES MANAGEMENT, the executives de-



The Meredith Publishing Co., in Des Moines, publisher of Better Homes and Gardens and Successful Farming, has 95% of its 631 people signed up to invest in War Bonds and Stamps weekly, but the folks out there are going the payroll deduction plan one better. At their cafeteria they now serve War Stamps with every meal. The set-up is placed at the head of the cafeteria line and consists of a daily humorous poster, butter containers on which repose 10-cent and 25-cent War Stamps and Stamp books. Employes add a stamp or stamps to the cost of their meal and thus boost Uncle Sam's war efforts. During the last 30 days these stamp sales have totalled \$103.70.

cided in favor of the second plan, and their preliminary figuring indicates to them that the savings inherent in doing a more intensified job in selected markets may be sufficient to overcome the drop in sales volume.

Hundreds of ways of saving money in the operation of sales advertising and sales promotion departments are being uncovered as we go to press by field workers of the Ross Federal Research Corp., working on an assignment from the editors of this magazine among our readers. The results of this survey will appear in the June 1 issue.

Significant Shorts

American Ingenuity, as we have emphasized from time to time, will minimize the effect of the war on business and civilian life. An unusual example came to light the other day through news that the American Rolling Mill Co., one of the country's most important makers of steel products, is the manufacturer of a new wooden product. The company is now turning out wooden culverts, which, it claims, will outlast the war emergency period. These wooden drains permit the conservation of steel for more important purposes and are made of short lengths of wood fitted together. Skilled labor is not needed to join the standard sections supplied by the manufacturer into any desired length.

Farm Income Continues to Soar: Cash income from farm marketings in March totaled \$891,000,000, compared with only \$610,000,000 in March of last year. Even if Congress follows the President's wish to reduce the ceiling on farm products from 110% of parity to 100%, the farmer is almost bound to remain the country's No. 1 beneficiary from the War. Farm marketings for the first quarter of the year were 47% higher than a year earlier. The conservative Bureau of Agricultural Economics says in its current bulletin on the farm income situation, "Present conditions indicate at least the usual seasonal increase in farm marketings of crops as the production season progresses. The demand for farm products is expected to show further improvement in the near future and may also be supported by the scarcity of other consumer goods, which will tend to divert purchasing power to items in more adequate supply, including farm products.'

Aggressive Business Adds New Lines: To the list of new lines in the automotive tire and automotive industries, as turned up in the Ross Federal survey reported in the May 1 issue, add baby chicks which this Spring are found in many tire stores. In the wholesale grocery field companies are turning to such unrelated items of merchandise as work shirts, flower bulbs, hosiery, school supplies, cosmetics and even the rapidly diminishing household appliances. . . . A survey by Sporting Goods Dealer shows that sporting goods stores are adding such new items of clothing as work clothes, officers' uniforms, haberdashery and women's apparel, along with street footwear and model planes.

The Much-Abused WPB at last has located one or more men who have a real talent for making restrictive orders more palatable by dramatizing their meanings. Currently, for example, they explain the new order which restricts the manufacture of crown caps for beer and other beverage bottles by stating that last year enough steel was used in making these beer caps to have made more than 30 "Ugly Duckling" merchant freighters. We don't mind our lowered standards of living nearly so much when we have a clear picture of the end result.

PHILIP SALISBURY



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Allied News-Photo Shaner

RICHARD P. SWARTZ has been elected president of Crown Can Co., Baltimore, subsidiary of Crown Cork & Seal Co. He was formerly plant manager of the latter's bottling machinery division, v.-p. in charge of production, and last year became assistant to the president.

ARTHUR A. BATTS succeeds Dr. Frank J. Tone, now board chairman, as president of Carborundum Co., Niagara Falls. Dr. Tone has been with the firm since 1895. Mr. Batts was formerly secretary of the abrasive manufacturing company.

P. Y. Danley becomes assistant sales manager of the merchandising division of Westinghouse Electric and Mfg. Co. His headquarters will continue to be in the Springfield, Mass., plant. He continues as head of war products of the division. He formerly managed sales of air conditioning and commercial refrigeration at Springfield.

EARL SHANER is elected president of Associated Business Papers, N. Y., at the annual meeting. He is president and treasurer of Penton Publishing Co., Cleveland.

NEWS REEL









Finneran

Caldwell

Lusk

Huss

JOHN FINNERAN succeeds Boone Gross (on leave of absence)

as general sales manager of Gooderham & Worts, Ltd., Detroit distillers. Mr. Finneran was formerly assistant g.s.m. He has been with the company and with Hiram Walker-G & W for a number of years.

A. E. CALBWELL moves up to sales manager of Universal Cooler Corp., Marion, Ohio. He has been in the commercial sales department for the past six years. Before that he was with Kelvinator in Detroit and New York.

ROBERT E. LUSK is named vice-president in charge of merchandising and advertising of Colgate-Palmolive-Peet Co., Jersey City. He has been executive vice-president of the Ted Bates ad agency, N. Y. Prior to that he was for many years vice-president of Benton & Bowles, N. Y., agency, and advertising manager of R. H. Macy and L. Bamberger & Co.

W. Sheridan Huss, sales manager of the central district of Acme Steel Co., Chicago, is elected to the board of directors. He joined the company in 1919.

MAY 15, 1942

The Second of a New Group of Articles for Presidents and General Managers

"Bottom-Up" Management

The headline describes the technique William B. Given, Jr., has so successfully used in building American Brake Shoe & Foundry Co. It's a technique particularly applicable to war conditions, because it eliminates red tape and provides great flexibility.

BY JOHN ALLEN MURPHY

CHOOLS of management might be classified in two broad groups: "Top-down" management and "bottom-up" management. A conspicuous exponent and practitioner of the latter type is William B. Given, Jr., president of American Brake Shoe & Foundry Co.

His bottom-up management technique—if anything as natural to a man as breathing can be called a technique—is composed of a mixture of surprise, dramatics (as differentiated from showmanship), questioning, betting, and trenchant humor. He is modest, earnest, human and likeable. Yet he is naturally impatient and full of nervous energy that makes him drive himself harder than he drives others.

Since he became president in 1929 he has, with his unusual methods and his foresight, broadened a relatively small business into what might now be called either a big small business or a small big business. The present Brake Shoe & Foundry Co. dates back only to 1902, but some of the units composing it are very much older. For years it served only the railroad industry, and was not well known outside of that field. As its name indicates, it originally made only brake shoes and miscellaneous iron castings. Gradually it extended the scope of its line of railroad products to include freight car wheels, switch stands and trackwork specialties. Then it branched out into other industries, until, before its recent concentration on war orders. only 48% of its volume came from railroads, 3% from electric railways, 21% from the automotive and tractor field, 14% from mining and excavating and 14% from miscellaneous sources, covering many fields.

The organization has eight manufacturing divisions and five subsidiary corporations. It operates 58 plants, located in 36 cities in 21 states and Canada. It has 9,100 employes and about 7,000 stockholders.

Mr. Given will tell you that the company was a well managed, successful concern from its beginning. It was, but it was too dependent on one market. It had begun to reach out for additional markets, but had not gone far in this direction when the depression struck.

Mr. Given brought the business through the depression with flying colors—a particularly hard job with a one-market industry—and that one the railroad market, which itself was severely hit by the economic cyclone. But if he had no more than guided the company through this period, there would not be much to write about. Mr. Given did vastly more. He immeasurably broadened and strengthened Brake Shoe in every way.

It should be admitted, before outlining some of the rather unusual management methods which have been responsible for this growth, that it has taken more than mere methods. It has taken foresight to diversify the business at the right time and along logical lines. Products that were sold originally only as railroad equipment, such as anti-friction bearings, were redesigned for other fields. Thus the market was broadened from railroads to ships, steel mills, paper mills, etc.

Forgings and castings used in its first business have been improved to such a degree that they are now in demand by many industries. Brake shoes are applied only to rail wheels, but years ago a new type of brake lining was developed for the motor bus and truck, with the result that this division of Brake Shoe has become a real factor in the automotive supply industry. In addition to brake lining, the line now includes clutch facing, radiator hose and fan belts.

Research has been the spearhead of the company's attack on new markets. I know of no other concern of anything like the size of American Brake Shoe that has carried product research as far. It has six research laboratories. Its Metallurgical Laboratory at Mahwah, N. J., is one of the finest institutions of its kind in the country. And the work which the company did in developing its automotive brake lining—a field in which it had no experience whatsoever—is a tremendously inspiring example of what pure nerve and untiring research can do.

Mr. Given would be the last person to take the credit for these accomplishments. He would say that these things could be brought about only by the work of a highly efficient, smoothly clicking organization, composed of scores of able executives and thousands of well trained workers. And Mr. Given would be right. Brake Shoe has succeeded because of the organization which runs it. In this article I will attempt to show how such an organization has been created through bottom-up management.

Many of the products that Brake Shoe manufactures are "heavy" goods that can be turned out by almost any foundry. Freight runs up on them quickly. They will not stand much profit. Competition is always there or

lurking around the corner. How to operate such a business profitably is the problem that constantly faces the

management.

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Obviously a decentralized plan of both production and distribution must be followed. Plants have to be located in close proximity to markets. Hence, all of the corporation's divisions and subsidiaries are decentralized in almost every way. Sales managers are located in the divisions. Sales promotion and all sales activities are carried on from decentralized points, and the same is true of operating management. Local advertising agencies are employed. Virtually only top management is at headquarters in New York.

Thus all of the company's executives, with the exception of the top management staff, are in plants or in division offices. Most of them are a long way from New York. For all practical purposes these men are running their own businesses. How can all these far-flung activities be tied together, coordinated and kept working toward the achievement of common objectives? Mr. Given does it through bottom-up management.

Army Technique Reversed

Mr. Given was a captain in the famous Fighting 69th Regiment in the He enjoys telling that he was known to his men as "the Little Captain" and that the war was nearly over before he learned that a captain has to keep in step with a general. His ideas on management have been greatly influenced—in reverse—by his Army experience. In the Army, orders are handed down from the top. Neither the soldiers nor the underofficers have any voice in shaping the orders. Their job is to carry them out. Mr. Given says that this policy may be the only practical one for the Army, but that is not the best policy for a business, especially a business with a decentralized set-up.

He realizes, of course, that general management must be centralized, but insists that the control it exercises must not be too rigid nor too detailed. Policies must be established at the top. The objectives toward which the business is aiming should be set by the central management. But the methods used, the procedure to be followed, the operating details, must be worked out by the decentralized management.

Where a company uses top-down management, orders, rules, plans, ideas, suggestions, flow down from above. Mr. Given expects the under-executives and the supervisory personnel at the company's plants to generate these things. Full authority is delegated to them. They must make

BY
WILLIAM B.
GIVEN,
JR.



Suggestions for a New President

Don't forget as a vice-president you recommend but as a president you decide. It's different. You must be surer.

Minor decisions often turn out to have been major ones.

After you are sure an old policy, method or system is wrong, give yourself a lot more time before changing it.

The easiest figures for you to study are sales and administration expense. Study them first. We are in a penny business, so be penny-minded.

For people who make decisions easily the only danger is acting too quickly. They should be surer of themselves than the men who are slow deciders.

In the sales department pick out one or two products and one or two sales situations and learn all about them. Then soon you will know lots about all. That's the easy way.

Your mistakes in sizing up people during the first six months will correct themselves. We are all more apt to underestimate than overestimate a man.

Half the time the man who wants a quick decision feels that way because he isn't sure.

Leave the responsibility where it belongs whenever possible.

Mental flexibility is vital to salesmen. Suggest new ways, remembering the individual's natural way is normally the best way for him.

Doubt! Doubt! Doubt figures and doubt the impossibility of doing things differently.

Think optimistic figures and pessimistic figures—but use the latter.

Fight for people when you are sure they rate it.

A characteristic Given memorandum, this to a vice-president of one Brake Shoe division on his promotion to president of another division.



"Something like this across the top—'When the Armistice comes, think of Presto electric toasters!"

* * *

their own plans, use their own judgment and arrive at their own decisions.

They are not interfered with, unless they fail to use their authority or unless they pull some serious boner. Mr. Given actually follows the policy that it is better to lose a few dollars on a mistake than it is to hold back the development of a man or to hobble his authority. He may tell an executive why he thinks he is wrong but he will usually let him stick to his own decision if he cannot be argued out of it.

There is, of course, a limit to this policy, based on the fact that Mr. Given knows that he is the one responsible if a serious mistake is made. With this in mind, he will sometimes remind a division executive that as president he is "entitled to vote."

Mr. Given insists on being informed of what is going on. To this end he spends much or his days in listening to reports—from headquarters executives, from department heads, from men who have just returned from trips, from visitors from the plants,

from division executives, etc. He would rather listen to men than read their reports, because then he can upset them with questions.

He is a terrific interrogator. He shoots surprising, searching, embarrassing questions in a most disconcerting fashion. In this way he gets to the heart of any matter swiftly. It is well known throughout the organization that when an executive goes to the big boss to discuss anything he had better have his facts and also have thought the issue through. Furthermore, he must have made up his mind what he wants to do about it. He will be asked, "What do you think?" If he is not absolutely sure of himself, Mr. Given's barrage of questions will quickly show him up.

It is principally through these numerous daily contacts with the operating people of the company that its president keeps his hands on the helm. But being helmsman is not Mr. Given's most important job. His big job, he is sure, is to train men for the operation of his bottom-up system of

management. Under Brake Shoe's president are presidents of divisions and subsidiaries, 27 vice-presidents, scores of department heads, managers, superintendents, and innumerable lesser luminaries. Mr. Given stimulates these men and keeps them functioning at fighting efficiency much as Knute Rockne coached his famous football teams.

I doubt if these supervisors realize quite how skilfully they are being coached for the chief's methods are subtle. He has a habit of citing an incident that gets a point across—a habit that is sometimes annoying to impatient people. But his philosophy of management is the development of men. In fact, he hard-boils them. He knows that this is the most difficult type of management, but he knows also that the quickest way to build a business is to build and harden the men who are to operate its plants and branches.

On one occasion when a vice-president was to be promoted to the presidency of another division, Mr. Given spent a long evening at home formulating his philosophy of management into a set of principles which he handed to the new president the next morning, along with his new job. These principles are printed in a box accompanying this article.

Criticism Leavened by Humor

More often, however, Mr. Given does his coaching in a less serious way. He likes to kid his executives. He has a grand sense of humor, and uses it effectively as a business tool. His jests often contain barbs, which sometimes make the recipient wince. This is not done unkindly, for it is well known in the organization that the chief will not josh anyone he does not like. In fact if he stops poking fun at an associate, that man had better look out! Mr. Given's kidding is instinctive, but its effect is to toughen the men, to get them used to taking it, and to cure them of any super-sensitiveness to mistakes they make. He enjoys catching his men in an untenable position. At such times he gleefully exposes themfor their own good-knowing that they will afterwards be less likely to get caught in a hole on the outside, when dealing with customers or while engaged in important negotiations. This is all part of bottom-up management; he is turning the man upside down, to give him a new perspective on himself, and make him a bottom-up manager.

Even when giving a man a compliment, Mr. Given may often cancel it in the next breath. Once in an open meeting he gave one of the executives

present an important promotion, saying at the same time, "I've selected you for only one reason and that is because you are the only one in our executive group who knows less about that division than I do." Another time he gave a young man a raise saying to him, "We're giving you this because you are getting to be such a nuisance around here."

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Mr. Given says, "It's an awful job to make men grow. For some reason so many men who have attained good positions which seem reasonably secure, stop growing. And, of course, we all know that as soon as a person stops growing he begins slipping. He can't stand still. So I keep pegging away at our executives, trying to stimulate them in every way I can—kidding them, shocking them, cajoling them, filling them with enthusiasm and pointing out their errors in every way I can think of."

Luncheon Idea-Exchange

One of Mr. Given's most effective stimulants to careful thinking and speaking is betting, but his bets always have a constructive purpose. For instance he may be having a serious talk with an executive about the sales in his division. Suddenly he will challenge, "Bet you \$5, Jim, that your sales do not reach \$50,000 next month." Of course, he wants the man to win, and he knows the man will work his head off to do just that. Or he will ask the head of the accounting department for an estimate of the second quarter sales, adding, "Bet you a dollar my guess will be closer than yours." Either way the bet goes, Mr. Given feels that he wins.

Probably the most colorful of Mr. Given's management devices are his lunches. These are held every day in the board room, adjoining his office, except on those days when he has outside appointments or may be out of the city. The lunches started during the depression when Mr. Given got the habit of sending out on busy days for a sandwich and a bottle of milk. After a while a second sandwich and another bottle of milk were added for some man with whom Mr. Given wanted to talk during the noon hour. Finally a regular luncheon evolved.

An oilcloth is laid on the directors' table and a modest assortment of cold cuts and rolls and coffee are served. Luncheon is usually by invitation, but the executives who are in town are likely to be invited, as are visitors who may happen to be in the office that morning.

The luncheon offers a fine opportunity for those present to learn what is going on in other departments, and to exchange opinions and ideas. Mr. Given acts as question-master. He maintains a steady fire of questions and thus pumps his guests dry. Also he uses his characteristic kidding technique, with the result that grave topics are often discussed amid peals of laughter. But the points sink in.

Mr. Given's methods have practically eliminated politics from the organization-a difficult task in a company as large and as scattered as Brake Shoe. Secrecy, also, is taboo. The chief refuses to let anything get covered up, especially mistakes. He has no confidential files. He quickly gets rid of all papers, senging them to others for action; but if the matter is important the man to whom it has been assigned learns very soon to report back to him-and not to lose any time doing it! Indeed, NOW is a big word in Mr. Given's management vocabulary. "Doesn't he understand," I heard him complain to his secretary about a young executive he had phoned 15 minutes earlier, "that when I ask him to come at his convenience, I mean now?" Harsh as this sounds, it is simply a manifestation of Mr. Given's unconscious impatience.

Everybody Has the Boss' Ear

There are no closed door sessions at Brake Shoe. If an executive is talking something over with the president in apparent confidence, and some one else sticks his head in the door, Mr. Given is very likely to say, "Come in and sit down, Bill. Now, Fred, tell Bill what you just told me." This accomplishes three things. If a man has to put his idea over before a third party, he must do a better job of selling. If it is not a good idea it will not stand up under a third degree of this sort, so it will die without the boss having to kill it-which he hates to do. Also this technique enables Mr. Given to observe the fellow with the idea under attack, and see how he handles himself. But the biggest accomplishment of this method is that it lets the organization know that there isn't anything going on in the president's office that anybody can't get

An important part of Mr. Given's bottom-up management has to do with executives who are not making the grade. "The responsibility in such cases is usually not at the bottom, but at the top—with me," he says, reversing the conventional idea. He thinks an inefficient employe should not be allowed to go on indefinitely. His faults should have been corrected in

the first few years of his employment. He should be given time to make good, but if his faults can't be corrected, drastic action must be taken. The boss has no right to let his feelings for the man interfere with his

duty to his company.

In such instances Mr. Given's most effective method is surprise. He called one man in and said bluntly, "You are not making good. I am dissatisfied with your progress. So I am raising your salary. Now you've got to make good—or else. Your trouble is you are buried in detail. Delegate more of your work." The interview was over; the man had been turned bottom up! In another case he sent for an executive and reduced his salary drastically enough to hurt him seriously, saying, "Now if you'll do so-and-so, you'll soon have your old salary restored—and perhaps go on up."

Another favorite trick of Mr. Given for developing men is to give a young executive a surprise assignment—a task that may seem to be over his head. Last December he asked a young man to step into his office. "You come from Concord, N. H., don't you? Well, I want you to write the annual report to our stockholders. Visualize yourself as still a resident of Concord who is living on the income from a few shares of Brake Shoe stock and some stock in maybe ten other companies. Think of yourself as a typical stockholder. Write what you think you would like to know about the company and put it in simple language." The young man turned in a

Geared to War Conditions

surprisingly good job.

These methods of management are particularly applicable to war conditions. War production is being handled largely on a decentralized basis, owing to the need for speed. So, decentralized management is better able to cope with this situation than centralized management. It is more flexible. Executives on the spot can deal with conditions quicker if they have full authority and do not have to refer back to headquarters.

As the industries of this country get deeper and deeper into war production, remote control will be more and more of a problem. Bottom-up management comes close to being the answer: Shocking men into management maturity by throwing them upon their own abilities and resourcefulness; hardening them by brutal exposure; forcing them to manage themselves. But always humanly, for the sake of the man as well as the management job to be done.



Then: A salesman telling his story in the home divided his attention between materials scattered pell mell and calming housewifely fears of nicks and scratches.



Now: With the kit opened upon a glistening tabletop, he talks "eye to eye" with his prospect, devoting all his efforts to presenting a clear, concise sales talk.

Gypsum Lays Siege to Replacement Roofing Market with "9-Lb. Sales Plan"

To exploit its current first rate sales opportunity, U. S. Gypsum has fashioned a sales kit that embodies a whole new technique of selling. It is portable—for men without cars. It is dramatic. And one of its major aims is to cut the number of calls per sale.

NY old roofs today? War or no war you won't have to sit under the drip, drip, drip of the rain because your shingles need a retread. There are no restrictions on asphalt roofing; no thumbs down on asbestos siding, for home repairs. And, each plays an important role in keeping homes of America in "usable" condition.

Here is one phase of selling that can go forward in spite of hell, high water or Tokyo. If in doubt, ask United States Gypsum Co. It's all set for the sales job with new technique, streamlined approach and a packaged solicitation which is called the greatest step forward in roofing merchandising in 20 years.

The replacement roofing market accounts for about 85% of all asphalt roofing sales; 65% of the entire roofing industry. The average house, in its lifetime, has three roofs; one new and two re-roofs. The first roof sale is simple, automatic, and is sold by the dealer. The re-roof is sold to the occupant of the house and requires solicitation. Aggressive re-roof selling is much like peddling Fuller brushes. It's a door-to-door job. Re-

roofing and re-siding are sold by a so-called "applicator."

Generally speaking, the roofs of the nation have been going to pot ever since 1929, the year of the big wind, after which followed growing neglect in many things. U. S. Gypsum, and other manufacturers of the materials used, do not participate first hand in selling the repair job. Applicators, and some dealers, go out after the jobs with crews of highly trained specialists.

"Bird dogs" may tramp the streets, eyes up, spotting suspected roofs. They dig out the names of the owners, with addresses. These names and addresses are given the salesman, who calls on the men of the house, usually in the evening.

Other salesmen are of the one-call type, who can spot a prospect by a quick look at a roof, present the case, give an estimate and complete the sale.

Twenty years ago the asphalt roofing business was extremely limited in the matter of design. Plain colors and a few conventional patterns could be offered. Durability was about the only sales plea. Blends were then introduced but because of the limited blending

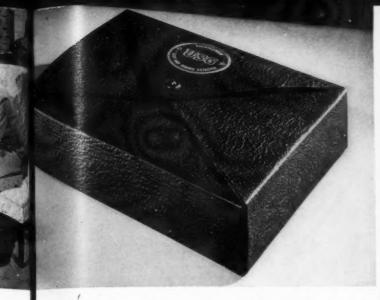
equipment, there wasn't much to talk about other than variegated reds and greens.

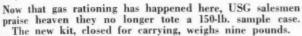
Gradually the designs began to grow; hexagonal patterns, self-locking shingles in a variety of patterns. And the salesman had a job on his hands. He soud from sample boards, 22 to 36 inches wide, weight 15 to 30 pounds each. A sample kit might weigh 150 pounds—even for a minimum amount of "selling"

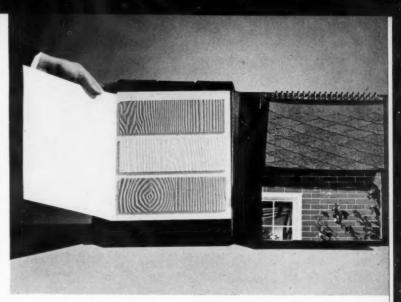
With blues, buffs and a broader variety of greens, and "thatches," which gave wave effects, the synthetic granules to provide vital color and quality, and the blending of as much as four colors to a single roof, drifting a blend over five shingles in depth, the load the salesman had to lug grew bigger and bigger. He couldn't work without a car and, if he carried everything he had into a house, he was likely to transform the parlor into something that looked like a work shop.

He'd have to lay out the exhibit on the floor. A salesman down on his knees and talking "up" to the prospect was at a psychological disadvantage. The housewife worried about scratched floors, mussed carpets or rugs, and even nicks taken out of chair or table legs. U. S. Gypsum wanted a sales kit that would permit the salesman to tell his story standing upright, eye to eye with the prospective buyer, working from the best table in the house without giving the owner the scratch-jitters.

After a thorough study of this problem, J. G. Maynard, commodity adver-







... And in it, worked by a flip of the finger, are a segment of a miniature house, a variety of roof and outside wall coverings and, left, samples of sidings.

tising manager, and O. A. Bigler, manager of roofing sales, came up with a sales kit which has turned the sales technique topsy-turvy. The kit weighs only nine pounds, and may be tucked under an arm.

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If the salesman's tires blow, and he can't get repairs, he isn't out of commission. He can hop a bus or a street car with his kit or he can travel shank's mare. It's done with miniature. All packed in a flat leather case about three inches thick. Neat, tidy, inviting.

"A Flip of the Finger"

The package may be put on a polished table. Folds are unsnapped. A front section of a doll house appears. A flip of the finger and a wall of asbestos siding comes into place. Or brick. Or wood siding. Or shingles -whatever the exterior finish of the prospect's house happens to be. Another flip and you have a sloping roof. All is in reduced scale, but exact in every detail. If the home of the prospect is brick, that is what appears as the salesman turns the miniature roofs and small siding sections on ring bindings to show any variety of color combinations and effects. Thus, the owner can select a roof that is in harmony with the walls of his house.

The owner does not have to guess whether the roof will look well on his house. Likewise, the presentation eliminates the excuse of waiting to see an actual house with a similar roof, which may postpone the sale, or add hours to the effort.

Through use of the ring binder, the salesman can add or subtract the number of sample types he carries at his will. He can carry a broad line or he can show only those he wishes to push. Not only are the shingles shown

reduced to miniatures, but U. S. Gypsum has even gone to the pains of sifting the granules used to scale. Glazed or water repellent asbestos sidings are also shown by sample in the kir.

Tabs of both the shingles and the sidings are hooked into the kit with rings, cut-down strips, so that the buyer may examine them, feel them, and get a sense of weight and thickness and general "feel" of appearance. He can see and judge the quality of felt base used, note the asphalt laid over it, and the general finish, just as it will appear on his house.

The miniature house is to give a choice of color-blends, roof and siding combined, and an idea of how the completed job will look; the sample tabs, a true idea of how the product is made, in full size.

Reduces Selling Cost

More, expense of solicitation is reduced. A dealer, equipped with an entire line of samples under the old system, might require as many as 65 sample boards. The cost of these would ordinarily run from 60 cents to \$1.25 each. To equip thousands of dealers—there are more than 25,000 lumber yards alone—would run into big money and, in the past, the manufacturer carried the load.

U. S. Gypsum's new kit is sold to the dealer or salesman for \$5. That doesn't cover the entire cost, but the charge reduces company investment. That, however, isn't the only reason for making the charge. It's a recognized fact that sales tools, given away freely, are accepted freely and often buried in back rooms or on dark shelves.

The kit has another added advantage which the mere showing of sample boards or roof sections could not offer. In the kit, opening to the left as it is set up, is a ring binder from which hangs a series of printed pages illustrating the various factors that are necessary to get value when buying asphålt roofs and asbestos sidings.

Pictures bring out the points that these products resist age, rains, snows, sun, heat and winds; that they will not burn from sparks; that colors are long retained; that no painting is required. They enable the salesman to put over his story of permanence and reduced upkeep and other points without seeming to drag them in by the heels.

Salesmen Must Tell All

More, he can't neglect or forget a part of his story because each turn of a page is a reminder. If he merely goes through the entire kit, before the prospect, his whole story unfolds itself as the sales department wants it unfolded. Any sales manager knows that the average salesman, himself bored by the eternal repetition of his story, is prone to neglect it in part, here and there, because he gets fed up with going over the same thing everlastingly.

Getting the entire story over in an orderly manner is often the difference between a sale and a turn-down. The sales kit, used as the salesman is taught to use it, insures the complete presentation. Through the use of pictures he is able to put his finger on the weak spots in an old roof—show the home owner just where the first breakdowns usually occur and give him a sense of uneasiness which he didn't have before.

Women figure in more than 80% of all re-roofing jobs, according to

WPB ON PACKAGE AND CONTAINER PROBLEMS

Mr. Maynard. In selection of color, he thinks, they figure in just about 100% of the sales. A woman visualizes a situation better if a picture is shown. Talk about "valleys" and "ridges" and the story, unless you can show her with an illustration, may not register. Show her with an actual picture how shingle materials are now being substituted for the metal sheets, so often used in the past but out of the question now, and she'll get the idea far better.

She often makes things herself from instructions and drawings as she crochets, knits or sews. The tiny doll's house used in the presentation fascinates her. Her imagination goes to work. The man is likely to put in more time examining and exploring the sample tabs which show the product as it is. So both are given some

special interest.

U. S. Gypsum has a rather fancy name for the kit. It is called a "Shingleview Brief Case and Roof and Siding Selector." The company salesman does not canvass for sales. His job is to call on roofing outlets, sell the kit to them, and teach the roofers and their salesmen how to use it in making the sale. Ordinarily the roofing salesman works only in the warmer months. A sale generally is a one-call job.

"Bird dogs" scout the prospect in some cases, but the good salesman wants to move in and complete the transaction without delays. In small communities the dealer may do his own bird-dogging and closing. Or, an outside crew may work for a few days

and then move on.

A re-roofing job is likely to run from \$175 to \$250; a siding job from \$400 to \$700. Most contracts are signed on a monthly payment basis.

In building the presentation U. S. Gypsum was assisted by the Fulton, Horne, Morrissey advertising agency, Chicago.

GM to Start Institutional **Hour-Long Program on CBS**

General Motors Corp. will begin a new one-hour radio program June 9 on some 120 CBS stations. Campbell-Ewald, Detroit, is the agency.

Called "Cheers from the Camps," the hour is presented in cooperation with United Service Organizations and the War Department.

Paul Garrett, GM vice-president and director of public relations, explains the institutional program: "The men in uniform will be the stars. As we all know, the nundreds of army camps throughout the nation are teeming with talent of extraordinary worth—actors, singers, comedians, writers, composers, musical organizations and the like. In the hands of radio experts, this talent will be shaped into a full hour entertainment

-a sort of composite radio 'letter home' in which the men will portray their varied activities.'

This is the first one-hour radio program to be started on any network in the past several years. It returns General Motors to the air after a long absence.

"Whom Must I See?" On Packaging Problems

The chart on the opposite page will save you time and mental anguish.

Let's assume that you can classify yourself as follows: "I am a food manufacturer. I do not know whether the government considers some of the lines in my list as essential. I use glass, hermetically sealed, and cellophane in packing my goods. To whom do I go to find out whether I can continue to get these basic materials and, if so, how much of them can I

This is typical of the questions which currently are bothering a great many producers in different fields. At the April packaging meeting of the American Management Association in New York, one entire session was devoted to a discussion of the question: "What's Washington thinking on Packaging?" This was a question and answer meeting at which a board of eight men from the War Production Board or other government branches answered queries from the audience. Many of them had to do with "Where shall I go in Washington to find out about -

The answer to the question is complicated by the fact that there is both a horizontal and a vertical package setup in Washington. As an aid to puzzled subscribers SALES MANAGE-MENT has had its Washington staff editor prepare the chart which appears on the opposite page and which was correct as of May 5.

There are, of course, others in Washington who play a part in the packaging and containers picture, such. for example, as the Federal Food and Drug Administration. But for the sake of clarity and simplicity we have included in the chart only the War Production Board section. Any container matters eventually get to these men or are routed out through them during the war emergency.

One of the reasons for the confusion among manufacturers is that inquiries have been directed to everyone under the sun instead of to the men whose names are shown on the opposite page. SM, therefore, believes that it is doing a real service by presenting this simple chart. Numerals alongside some of the boxes on the chart are to be interpreted as follows:

1. The line of authority extends from Douglas Kirk to Philip Reed, Director of the Bureau of Industry Branches, thence to J. R. Knowlson, Director of the Division of Industry Operations, thence to WPB Chairman Donald M. Nelson.

2. Alfred W. Luhrs is also Chairman of the Army and Navy Packaging Commission, serving as well as liaison officer between the two groups. He is connected with the WPB Purchases Division, assigned as consultant to the Containers Branch.

3. John Moutoux is to be found in Room 5427, Social Security Building; Herbert Rowen is located in Room 5640, Social Security Building.

4. All mail should be addressed to Chiefs of Commodity Sections, regardless of whether there is a consultant or specialist on the particular problem.

5. Appeals from any War Production Board order should be directed to the Administrator of the order.

Inquiries regarding paper bags, which are not listed, in the sections of the chart, should be addressed to David J. Winters, Chief of the WPB Pulp and Paper Section.

WHO'S WHO IN THE WASHINGTON WPB ON PACKAGE AND CONTAINER PROBLEMS

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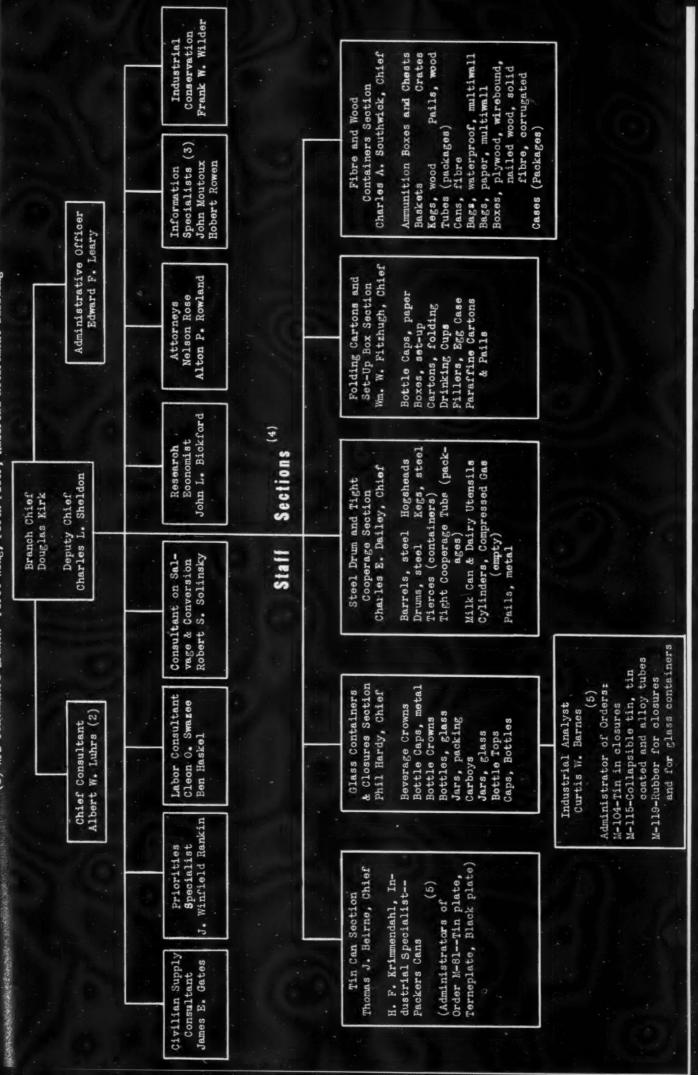
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(1) WPB Containers Branch -- First Wing, Fifth Floor, Railroad Retirement Building





Selling to civilians exclusively, this line of men's and women's toilet preparations is nonetheless gravely affected by Mars. But the company intends to "win the peace" also. Here's how.

BY

WILLIAM L. SCHULTZ

President, Shulton, Inc., New York

Shulton Toiletries' War Program: Nimble Package Changes, More Ads

VEN though Shulton, Inc., sells wholly to the civilian market, our 1942 marketing program has been affected in some degree in all its phases, by war. As nearly as any industry can do so, under present conditions, we have retained the framework of tested prewar sales and advertising and promotion methods—but all along the line the established patterns have had to be modified. How and why we modified them may be of interest to companies in other fields.

The war was only days old when we realized that we would have to accept the fact that the need for change and more change would be a fundamental factor with which we would have to deal for the duration. We knew these things: We wanted to continue to serve our market as well as we could under the circumstances; we wanted to do nothing that would hamper the war effort; we wanted to do what we could to insure our future.

To understand the changes made with these objectives in mind, these background facts must be understood:

Shulton is a fairly young company, having been founded in 1933. It sells several lines of toiletries. In 1937 it launched the Early American Old Spice line of toiletries for women. Since that time, Shulton has increased its gross sales from \$77,000 to \$3,600,000 in 1941. Our Early American Old Spice line for men, introduced in 1938, has gained volume at the rate



At top of page are the old and new shaving mug containers. That at right requires no scarce cardboard for the "shoulder" closure. Above are the old and new Old Spice talcum containers. On the latter, at right, plastic supercedes the former metal closure.

of 50% a year. At first attracting attention as gift lines because of unusual packaging, these lines now have earned their places among staples.

Early American Old Spice was the

Early American Old Spice was the first line of toiletries based on Early Americana to make its appearance on

the market. We blazed a new trail in presenting packages on which appeared no trade name. We emphasized the after use of our boxes as a decorative addition to a woman's dressing table or bathroom shelf. The presentation of the line was timed to coincide with the growing interest in early American home decoration.

With a drastically different line of products, radical measures had to be adopted. The first step was to use only merchandise for illustrations in advertisements, forsaking the accepted principle that only pretty faces would sell feminine toiletries. First media used were prestige magazines to establish Old Spice as a class product. Our national advertising budget has been increased each year as our business has grown. The first six months of 1938, 15 insertions appeared in national magazines as compared to 75 insertions for the first six months of 1942.

But the problems facing a toiletries house today are more complex than in former years. However, we believe that ingenuity will find a means of providing men and women with good grooming needs. Following are some of the main problems we are facing today, and how we are trying to meet them:

1. Materials: In the case of perfume, many essential oils which have been imported from all over the world, either are scarce in this country, or out of the market. Chemists have per-

"We shall win...or we shall die!"

General Douglas MacArthur

... fighting words!

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...they came from the distant shores of Australia...from the lips of a Soldier.

...simple words of one syllable.

...not words for pretty picture frames, but a guiding spirit for our hearts, our hands and our voices.

...that spirit must pervade every program that is entrusted to the farreaching voice of Radio.

...these are times when every word which passes through America's microphones must be genuine and sincere, hard-hitting and convincing.

...these are times for fighting words!



The Great Stations of the Great Lakes KMPC, BEVERLY HILLS, CALIF.—UNDER SAME MANAGEMENT





fected many chemical aromatics as alternates. In some cases there will be no alternate in an exact scent, but, even so, there will still continue to

be variety.

There has been much talk about a possible shortage of soaps. However, because glycerine, an essential to war, is a by-product of the manufacture of soap, soaps will continue to be made. Owing to a probable shortage of coconut oil and palm kern oil, there is a possibility that wartime soaps will not have the exact lathering quality of today's type.

At the present time the industry faces a shortage of alcohol. Until we can determine what the status of this product actually is, we are promoting products which require little or no alcohol as a means for women to have fragrance so necessary for feminine morale—items such as perfume and

body powder sachet.

2. Packaging changes: Last Fall, the toilet goods industry voluntarily cut down on the use of paper and cardboard. Today, changes have been made in packages and shipping units to effect more than a 25% saving. Some Shulton packages already on the market have these changes, yet they are not noticeable to the consumer. For example, our Old Spice shave mug chest has a telescopic closure in place of the former shoulder type. saves much cardboard, inasmuch as a double layer of cardboard was necessary for the old type box. In many cases, platforms have been eliminated from packages now on the counters. Cardboard conservation has been effected through repacking of shipping units. All waste cardboard is gathered together, packed into large bales and returned to the cardboard manufacturer to be refabricated. Formerly this waste was sold at a nominal figure to the junk man or burned as rubbish.

Progress in Saving Tin

When we realized the war effort would need tin, the chemists in our plastics laboratory perfected a plastic swing sifter for our talcum cylinders to replace those which we were using of tin. Currently, we are working on our metal tubes for shaving cream. In place of the former collapsible tubes of all tin, we are now going into production on collapsible metal tubes made almost entirely of lead, lined with a very thin layer of tin.

3. Advertising: We believe that value has become of paramount importance in current buying. Today's shopper can no longer be sold with just glamor. She wants high quality



at a price. With this in mind, we are concentrating our advertising program on staples, such as talcum, dusting powder, soap, bath salts and face powder.

To acquaint more women with Old Spice face powder, we are launching a national magazine campaign on an introductory sampling package. By use of a coupon, plus 25 cents, the consumer may receive a paperboard, decorated purse vanity filled with her favorite shade of Old Spice face powder.

Increased Ad Budget

Our advertising schedule for the first six months of 1942 carried an increased budget over the same period of 1941. We are planning a Summer newspaper campaign for 1942 not only comparable with former years, but with an increased budget. It is our feeling that toiletries are necessary for men and women to maintain their self-confidence and their courage—that they are truly "morale products."

Advertising must go on for those companies of stability which will be in business after the war. Our names must be kept before the public.

4. Sales Promotion: For Father's Day of this year, Shulton is conducting an extensive promotion, keyed to the times. Each year for three years, the company has had a Father's Day window display contest which has created so much interest that entries have increased at the rate of 40% each year. In addition to this, Shulton is conducting a consumer jingle contest. Total prizes for both contests amount to \$6,550, in war bonds and stamps.

In the window display contest for

dealers, there are two classifications: Drug stores, and department and specialty shops. Equal prizes are awarded in each group, as well as a \$5 retail credit for each store sending in a Father's Day window photograph as entry. The prizes for this contest have been increased each year, and in addition to the entry premium, a total of \$2,050 is being awarded in 1942, with 13 prizes in each classification. The patriotic idea of using newspapers (instead of fancy paper) for background material is the theme requirement. Dealer helps include a special patriotic poster following the theme of "Fathers of Freedom"; special window and counter display cards.

The consumer jingle contest carries a benefit for the dealer in that accounts are awarded participation prizes amounting to half that of the prize of the consumer. Entry blanks are supplied to dealers, one for each Old Spice men's item purchased as well as one for each item already in stock. The dealer is to give each purchaser of an Old Spice men's item an entry blank. The consumer is to fill in the fourth line of a patriotic jingle which

reads:

"To keep our land free, we'll work and we'll fight; There's a thrill in the challenge of our country's might. Every father and daughter, and mother and son,

A total of \$3,000 in war bonds and stamps will be awarded in 157 prizes, with a \$1,000 war bond as first prize.

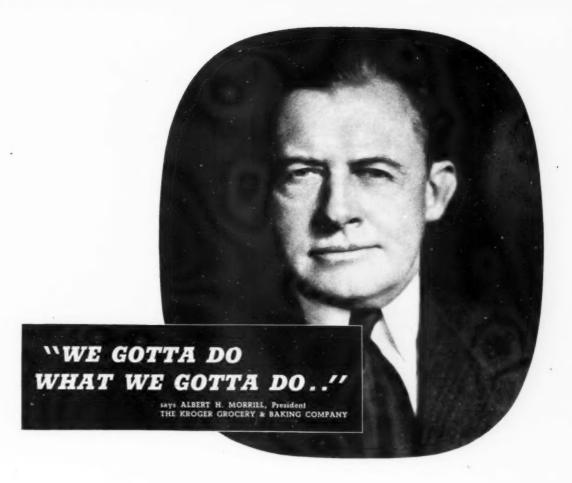
Advertisements carry news of the contest as well as descriptions of our Old Spice men's toiletries. These inserts will appear in ten leading national magazines, and over 200 newspapers.

Salesmen Get New Duties

5. Salesmen's Activities: We are giving more and more responsibility to our sales force, with authority on advertising allotments and sales assistance. As representatives of Shulton, these men are expected to give suggestions and selling helps to dealers to improve their merchandising methods. Shulton considers the salesmen as individual representatives of the company, not mere order takers.

Each man is equipped with various selling helps in addition to samples. He is given: A special presentation on the advertising program of the company; copies of all important publicity breaks; copies of all new window displays; pamphlets, window and counter cards, statement enclosures, of all selling helps which the company

prepares for the dealer.



"We gotta do what we gotta do' says the picturesque and central character in one of the widely read recent novels. And 'we gotta' remember that war times are abnormal times; that no matter how grim and discouraging they may appear at the moment, normal times, peace times, will come again some time.

"Many, perhaps all, successful businesses in America have been built by letting the buying public know what those businesses had to sell, the excellency of their products, the reasonableness of their prices. They have let them know through the media of advertising. Huge sums and great effort have been expended on advertising. Advertising has

created a huge asset called good-will which never appears in a balance sheet.

"But good-will, hard to get, slow to create, precious when acquired, can dissolve into thin air all too easily.

"What 'we gotta' remember is that normal times, peace times, will return; that against those times we must preserve our assets; that among our priceless assets, not purchasable over night, is good-will; good-will created and retained largely through advertising.

"Advertising geared to war times should be continued until peace times come again."



To the great names in American business whose continued advertising is a flaming symbol of faith in America's future . . . whose fortitude in total war adds another shout of defiance to the enemies of free American enterprise and democracy . . . this space is dedicated by The Nation's Station.

MAY 15, 1942

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ENT

the Man Who Staged a Comeback

BECAUSE HE NEVER WENT AWAY!



John Preston stayed on the air because he knew it was the most economical means of obtaining national coverage. He did not forget, as so many of us do today, that radio had been hailed as the No. 1 good will builder, long before it won its place as the most efficient of all selling mediums.

The Blue is a natural choice of manufacturers who want to "keep 'em

The Blue is a natural choice of manufacturers who want to "keep 'em remembering." It reaches all income groups, at the lowest per-family cost of any medium entering the home. And the Blue is now "moving in" to more homes more often with new stations, greater power and a program policy new to network radio. The Blue program department now draws freely upon the skill of leading independent program producers to bring even greater variety and competitive showmanship to Blue

neither John Preston nor his product ever went away. He kept desire for his brand alive all

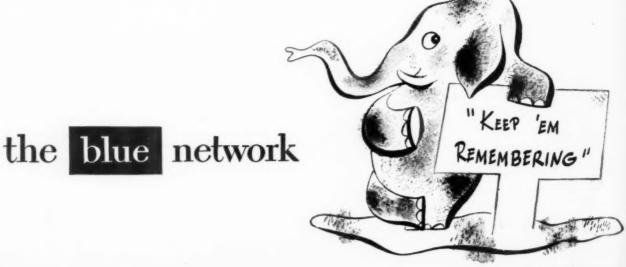
during the war years-over the radio.

Network programs. No wonder more and more advertisers are using the Blue in 1942!

The whole industry will be talking someday about the comeback of John Preston and his product. They'll recall how although it was buffeted by priorities, wounded by rationing, and finally killed off for the duration, he guided it right back to the top at the close of the war.

But they'll be wrong when they call it comeback. Because—in the truest sense of the wordIf you want to keep 'em remembering your product, your brand name, call in your Blue salesman. You'll find that today, more than ever, it's easy to do business with the Blue!

Blue Network Company, A Radio Corporation of America Service



Marketing PICTOGRAPHS

Planned by Philip Salisbury, Executive Editor. Designed by The Chartmakers, Inc.

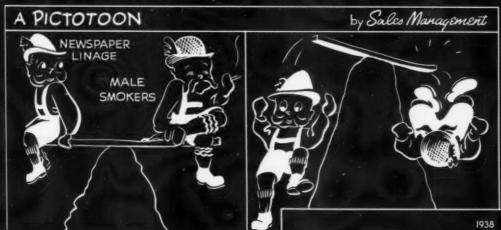
CAUSE AND EFFECT IN TOBACCO ADVERTISING

For 19 years the Milwaukee Journal has made annual analyses of product and brand use among Milwaukee families. In the current analysis, out of scores of products studied, only a handful show declines in percentage of users, this year as against recent years.

Use by males of tobacco products runs counter to the general trend. Tobacco consumption - - cigarettes, cigars, pipes - - is up throughout the country, and should be in prosperous Milwaukee. Yet in 1938 cigarettes were smoked by 67.4% of adult males in the Milwaukee area, today by only 63.8%; 5-cent cigars were used by 44.4% in 1939, today by 42.6%; pipes by 45.4% in 1938, today by 39.5%.

A study of linage run in Milwaukee newspapers seems to show the answer. Declining newspaper advertising coincides with reduced number of users.

Taking 1938 as the base (100) for both newspaper advertising and percentage of male users for all tobacco products, here is the picture:



Sales Management

NEWSPAPER LINAGE DROPS— 50 DO MALE SMOKERS NEWSPAPER LINAGE

100

90

91

90

86

NALE SMOKERS

LINAGE

Source 1942 Consumer Analysis of the Greater Milwaukee Market The Milwaukee Journal

NT

CHATMAN

COFFEE IS DEMOCRACY'S BEVERAGE

In the United States coffee is more than a national beverage. In a sense it is a symbol of our democracy as well. For no home in this country is so rich as to spurn the pleasure it brings — and few homes are so poor that they need be denied it. It's natural, therefore, that U.S. coffee consumption should parallel very closely the income groupings for the nation as a whole. True, the buying of more expensive fancy blends lifts the dollar expenditure slightly in the higher income brackets (see chart at right) but as far as actual volume consumption is concerned, the "Middle Class" family is clearly the mainstay of the U.S. market for coffee. For, as the chart below shows, the 37.0% of U.S. families that comprise the \$1,000 -\$2000 income group, account for more than 36.6% of all the coffee sold in the United States.

WEEKLY CONSUMPTION AND EXPENDITURE FOR COFFEE BY INCOME LEVELS

ANNUAL INCOME

WEEKLY COFFEE & EXPENDITION







CORRELATION OF U. S. FAMILIES AND WEEKLY COFFEE CONSUMPTION IN POUNDS BY INCOME GROUPS

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Buying of most food, drug and household products looms largest in the vast "Middle Class" market in which magazines such as Modern Screen, Screen Romances and Modern Romances find most of their readers. It's hard to reach these people through any other type of magazine. They're geared to that sort of reading, shy

PER CENT DISTRIBUTION OF MODERN MAGAZINES FAMILIES



Each unit









away from almost everything else. That's why survey figures show most other magazines offering relatively little coverage in the \$1,000-\$2,000 group-or among the women who buy the daily needs of working-class families in skilled, semi-skilled and unskilled trades. • So whether it's coffee you sell, or cleanser or cough cure, to insure effective penetration of the vast "Middle Class" market -use the low-cost, high-effective Modern Magazines.

PER CENT DISTRIBUTION OF AGGREGATE EXPENDITURE FOR COFFEE



Each of







Sources: U.S. Bureau of Labor Statistics Bulletin #648; Volume II . Modern Magazines General Survey, 1941

ADGRAPH BY

MAGAZINES MODERN

MODERN SCREEN - MODERN ROMANCES - SCREEN ROMANCES 149 MADISON AVENUE, NEW YORK, N. Y.

SHOULD DISPLAYS SHOW PRICES?

QUESTION: Which will produce the biggest sales for nationally advertised drug products - - no window display at all, window display without price designations, window display with price tags, the same products with price tags plus a display piece as the center focusing device of the window?

ANSWER: Displays of price-protected drug and cosmetic products should show prices, for otherwise passersby get the impression that the products are more costly than they really are, and a center display price adds to stopping power, causing more people to read the selling messages of individual items, and the price tags. In a carefully administered check in NewYork stores, using 20 advertised items in the window, with prices the same in each store, the results were as follows:

Average sales of each product with no display in the window

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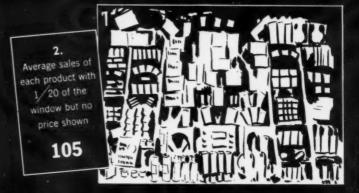
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equals 10°

100 = AVERAGE SALES (NO DISPLAY)



3.

Average sales of each product with same display but addition of price tag.

Average sales of each product with display and price tag plus a center lithographic piece

118

Sales Hanagement

BEST USERS OF DISPLAY MATERIALS

In the food field the independent supers are the largest users of manufacturers' point of sale materials, and the favored display pieces are, in order of rank, I. wall posters (44% of all food outlets use one or more), 2. over-the-wire materials (35%) 3. window displays, 4. top shelf, 5. front shelf, 6. door, 7. hanging displays. Pictorial posters are most popular, price cards second. A survey of 303 retail outlets in ten cities doing 9.2% of the U.S.A. retail food sales, reveals the average number of manufacturers whose display pieces are used to be as follows:

Source: The Leo Burnett Company, Inc.

Sales Management



Chain supers and service stores 4.2 manufacturers



ndependent service stores 5.8 manufacturers



All stores 6.0 manufacturers



Independent supers 8.9 manufacturers







Hot on the trail, they asked the advertiser for a list of jewelry stores. From this were selected important stores in five cities—Detroit, Chicago, Rochester, Columbus, Minneapolis. Each store mailed a questionnaire to 1000 of its customers. The 5000 men and women polled were asked two questions: "What weekly magazine do you read?" "In which one of these do you pay most attention to the advertising?"



Result of the inquiry: The Saturday Evening Post topped 50 other magazines as the No. 1 choice! 48% of those reporting said they read the Post. The vote on the second question? Again the Post came first! Was the mystery solved? If most jewelry store customers read the Post and pay greater attention to its advertising—shouldn't the Post lead all other national weeklies in jewelry products advertising?



All that glitters is not sold (as W. Shakespeare could have said). Why not? Why does a woman rave about some silver patterns...and ignore others? Why does a man go for a certain watch...and pass up the rest? A first-class mystery. Our investigators in charge of jewelry mysteries thought they knew the answers. But they set out to prove them. A successful manufacturer of jewelry products was interviewed.



2 "Here's the story," he said. "Our success is based on making a fine product millions of people know even before they go into the stores. Both men and women buy jewelry. So we tell our story in magazines men and women read. To make doubly sure, we ask our customers which magazines they read and where they pay most attention to the advertising." That gave our investigators an idea...



5 Evidence testifies that the Post does! The Post received 42% of all jewelry products advertising revenue spent in the big 5 weekly magazines last year...almost twice as much as 3 of the other 4 combined! Wide reader-interest...close advertising attention...tremendous selling power...you get all three when you pick the Post. No wonder people say: "No other magazine offers us so much!"



MAY 15, 1942

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U.S. STEEL'S 1941 BUSINESS

Shown in Dollars per 😽 Worker



PRODUCTS AND SERVICES SOLD PER

WORKER \$5,336

HOW THIS MONEY WAS DISPOSED OF PER



WORKER:

Products Bought from Others

Wages, Salaries and

1,990 \$ \$ Pensions for Workers

Taxes (Local, State and Federal)

629 \$ \$ \$ \$ \$ \$ \$ \$ \$ \$

Wear and Usage of Facilities

315 \$ \$ \$ \$!

Dividends Paid for Use of Facilities

Retained for Future Needs

185 \$ \$

Interest on

Borrowed Money

20

PICTOGRAPH BY Sales Management

TOTAL DISPOSITION PER WORKER \$5,336

Source 1942 U.S. Steel Corporation Annual Report to Stockholders and Worken

WHAT YOUR CUFFS WILL MAKE

Elimination of cuffs on trousers may seem trifling, -- but in total war there are no trifles. Cuffs average about 2% of the total cloth in a man's suit. The cuffs from 19,500,000 pairs of youths' and men's trousers -- about 4 months' stock -- would make more than 300,000 suits. Here's the way it works out: there's about 5.18 pounds of wool in a soldier's uniform, about 24/100ths of a pound in a pair of trouser cuffs.

9 Pairs of Cuffs = 1 Pair of Army Trousers





PICTOGRAPH BY Sales Management

12 Pairs of Cuffs = I Army Coat



Office of Emergency Management, April 7, 1942



They take their cue from Fortescue





Workers

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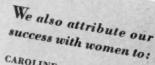
"Good Morning, Ladies," with Priscilla Fortescue, is the latest success story up here at WEEI. The program started only last Fall...but Priscilla is already producing results (like a veteran) for advertisers. We *know* they get results. They write to us about it. Like this:

"Your Good Morning, Ladies program pulled over three hundred women into Jordan Marsh's in one day." (It was the result of one announcement!)

Priscilla does it by pointing her program appeal to homemakers in *all* income brackets; by daily personal interviews

with well-informed guests who discuss problems and interests important to *all* home-makers.

We'll be glad to tell you of other success stories on "Good Morning, Ladies" (9:00–9:15 a.m. Monday through Saturday)... or on any of WEEI's other sales-producing programs.



CAROLINE CABOT'S SHOP.

(8:15-8:30 a.m. Monday through Saturday)—a continuous success story that has been making sales for big and little advertisers these past fifteen years.

WEEI'S FOOD FAIR...

(10:45-11:00 a.m. Monday through Saturday)—only two years old, but already a top. ranking participating food program in this territory.

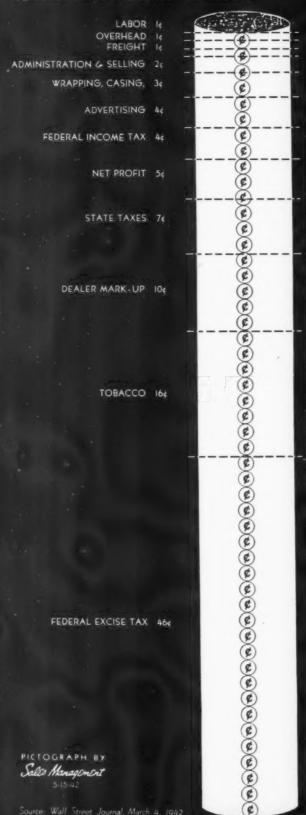


WEEI Columbia's Friendly Voice in Boston

Operated by Columbia Broadcasting System. Represented nationally by Radio Sales with offices located in New York, Chicago, San Francisco, Los Angeles, Charlotte, St. Louis

FARMER GETS 16 CENTS OF CIGARETTE DOLLAR, GOVERNMENTS 57

Last year's record consumption of 206 billion cigarettes produced a new high in tax revenues and a big income for the tobacco farmer. Consumption this year is expected to top 235 billions. The 1941 cigarette dollar was divided as follows:



TEN STATES PRODUCE HALF OF FARM INCOME

In 1941 cash income to the farmer, including marketings and government payments, was \$11,771,102,000, - and this year income is running ahead of any other year. Last year the leading 10 states produced half of the total income, the first 15 states produced 64%, and the first 22 states produced 78%.

Sales Management	TOTAL IN MILLIO	ONS
5-15-42		
	IOWA	919.5
	CALIFORNIA	868.8
		-
	TEXAS	770.1
The state of the		
OTAL IO STATES 5,928.9	ILLINOIS	736.4
	MINNESOTA	517.7
AL 15 STATES 7,569.6		
	WISCONSIN	437.
	OHIO	434.9
TOTAL		
STATES 9,180.3	KANSAS	427.7
2 31/123 7,100.3		
	NEW YORK	412.5
	MISSOURI	404.
	INDIANA	394.0
	PENNSYLVANIA	327.
18348	PENNSILVANIA	
	MICHIGAN	308.
	NEBRASKA	307.
	NORTH CAROLINA	303
	NORTH CAROLINA	
31.41.11.61.11.11	OKLAHOMA	277.
	NORTH DAKOTA	227.
	ARKANSAS	259
	MISSISSIPPI	230.
	KENTUCKY	207
	WASHINGTON	205.
	TENNESSEE	203.
	NEXT 26 STAT	ES
TO MAKE IN	2590.8	6.3
TOTAL	2370.0	
TOTAL		

48 STATES

11,771.1



U. S. Information Centers Aid Business to Find "Who, How"

ASHINGTON'S recent reputation as a madhouse of confusion, red tape and buck-passing has begun to decline a bit. Although Washington today is a vastly bigger factor in the conduct of all businesses than ever before, and is more crowded than ever with executives and others, the Washington chaos gradually is being organized and simplified.

For one thing, people in Washington on business are being helped to get their man. Instead of trying days, or months, to find out where to go and whom to see, they will soon be started in the right direction at the United States Information Office, recently opened at Pennsylvania Avenue

and 14th Street.

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303.1

277.6

227.7

259.1

230.4

207.1

205.4

203.4

Whatever the nature of one's business, there will be a person in this office who can answer, at least, his preliminary questions. Each Federal agency will assign an information man to this building.

In fact, as some business men do not yet realize, they can get started right in their home states, and often

in their home towns.

48 State Branches

The Information Office in Washington is part of the United States Information Service. This in turn is a division of the Office of Government Reports. And this office has state directors and branches in every state.

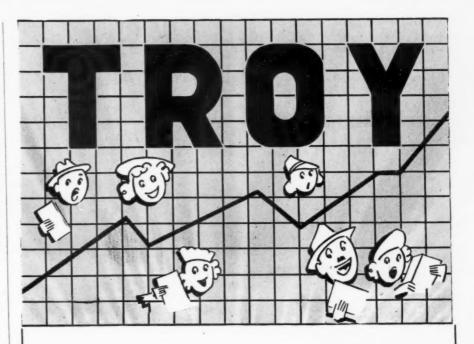
The Information Service was established eight years ago to function as a central clearing house for information on all phases of governmental activity. It furnishes the public, on request, with information on the structure and operations of the Federal departments and agencies, and helps direct inquiries to the bureau or agency concerned.

The OGR itself, directed by Lowell Mellett, works under the President to inform him of the effectiveness of the work of Federal agencies and of the reactions of the people to these agencies, and serves as a liaison between Federal agencies and state administrators to advance cooperation in the

programs of both.

In other words, OGR both informs the people about the Government and informs the Government about the people

The Information Service's find-your-



More Than Ever A "Buyword"

S TEADILY expanding war industries are continually bringing new consumers into the Troy A.B.C. City Zone (1940 population, 115,264.)*
Retail sales, payrolls and bank debits here

Retail sales, payrolls and bank debits here are at all-time highs.

So, too, is the circulation of The Record Newspapers, sole dailies, which now enable you to reach more than 38,700 homes in this major New York State market at a single cost of only 12c per line.

> *Draft registrations are the latest indicator of substantial residential gains.



THE TROY RECORD
THE TIMES RECORD

THE TROY RECORD CO. J. A. VIGER, ADVERTISING MANAGER

man-in-the-Government work is carried out, among other ways, by the publication, three times a year, of the "United States Government Manual."

The Spring, 1942, edition of the manual, published March 1, tells changes in all divisions of the Government through January 31 of this year. It is of 700 pages and sells for 75 cents. This issue contains for the first time an index of the higher personnel in the Government, and lists in an appendix executive agencies and functions of the Government which have been transferred, grouped or ended since March 4, 1933. The first printing is 100,000 copies.

Chek-Chart's "Package Service" Keeps Cars Rolling Profitably

Automobiles must be maintained in operation as long as possible so as not to burden other transportation arteries. Service stations, too, have to stay in business. This plan does both by putting former free services into a paid-for group.

Based on an interview with

RAY SHAW

President, Chek-Chart Corp., Chicago





HERE are today throughout the nation, 400,000 retail gasoline outlets; about 125,000 owned by major oil companies*; 75,000 owned and operated by independent oil jobbers. The other 200,000 are run by independent dealers to whom the major oil companies and the independent jobbers sell petroleum products. They all serve more than 29,000,000 registered motor cars; more than 4,000,000 motor trucks; approximately 1,800,000 farm tractors.

If the oil industry, which includes these 400,000 retail outlets, is to continue to live, its first problem is to keep the cars, trucks and tractors in operation. If the transportation of the nation is to continue as it has, they must be kept in operation.

Every time a motor car is jacked up, retired from operation or junked some part of the petroleum business vanishes. So it becomes of vital importance to the industry to keep every car in operation to the last possible minute of its life. A million cars off the roads might mean the closing of 1,000 stations.

Chek-Chart Corp., Chicago, which offers a lubrication guide service covering every make of car, now used in some 175,000 service station and deal-

er outlets, has just developed what it calls a "Conservation Maintenance" program.

The program features "Package Ser-

The program features "Package Service"—a plan that converts mediocre free services into a group of paid-for service "packages" which the dealer can sell at a fair profit. The grouping of related services into "packages" insures that even the smallest job included in any one package can be priced fairly, and yet will not be conspicuous because of its individual charge.

Package service eliminates, for example, the old 5 cent plug cleaning job, which was necessarily quick and superficial. By including plugs in the Starting Lighting and Ignition Package, the price per plug can be brought up to a point where a good job can be done and at the same time return a fair profit to the dealer.

Every Item Watched

Pointing out that never before have tires and tubes been so much in the limelight; never before have car owners been so conscious of their importance, Chek-Chart offers this advice to service station operators:

"To impress the customer with the importance of tire and tube maintenance, supply him with printed sheets containing (1) practical suggestions for improving tread wear; (2) information on the rotation of tires, and (3) a table showing the effect of speed on mileage. . . . Every week check pressure and intlate if necessary. . . ."

Practically all of the units of the starting, lighting and ignition system of a car employ metals which are already curtailed and which may be unavailable at the time of failure. If an electric system in a car fails, and cannot be replaced or repaired, it is pointed out—there goes that car. So

*A large percentage of these, as well as those operated by independent oil jobbers, are operated by lessee dealers.

WHAT RURAL MAGAZINE LEADS ALL OTHERS
BY HALF A MILLION?

Farm Journal

OVERWHELMINGLY AMERICA'S LARGEST RURAL MAGAZINE... 2,600,000

Chek-Chart suggests that the service operator extend his service to greater care of every unit connected with the electrical operation of the car.

Similar rules are laid down governing the maintenance of the cooling system, the gasoline filter, shock absorbers, the air cleaner—even the wind shield wiper, the exhaust line, muffler and tail pipe. A program is laid out for the complete wash, clean, wax and metal polish job; for maintaining the interior of the car and even the application of tire and running board dressing.

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All of the above is added to Chek-Chart's original program which, in the past, has centered on lubrication. It emphasizes that all this maintenance has now become of prime importance and that guesswork in these things, as well as guesswork in lubrication, is now a crime and robs the customer of transportation just as surely as the theft of his tires would do.

"Nothing to Sell"

Ray Shaw, president of Chek-Chart tells SM:

"In formulating this program we have nothing to sell. We are merely doing this job as a service to the oil companies, with whom we do business, and to the nation and the public. Naturally we want our customers to live. We believe that any program that will help keep them in business is worth while and wise.

"Lean years are very likely ahead and it is important that they maintain their source of income. That source of income is cars; cars in operation. The program is a part of Chek-Chart's contribution to the nation-wide effort to keep cars rolling."

Tire life, he added, can be doubled with proper maintenance. As a lubrication service, Chek-Chart has finally become intensely interested in tires. Reason—without tires, the car stops. When the car stops, lubrication stops.

General Motors, of Detroit, has also issued a booklet on motor car maintenance for use under present conditions. It is called "The Automobile User's Guide with Wartime Suggestions."

Chek-Chart, General. Motors, and various individual oil companies are all doing jobs now to teach the motorist how to operate motor vehicles for longer periods of time. Watch the advertisements that will be coming out. There'll be other booklets and mailing pieces. Study them and you'll put miles in your car and dollars in your pocket. Announcements will appear in national magazines and in newspapers. Make this material required reading. Make it home work.

Aloft, the steadfast eyes of mature CHICAGO flyers scan Southwestern skies as Braniff Super-B-Liners turn miles into minutes. Below, the vigilant KANSAS CITY eyes of skilled technicians scrutinize WICHITA aircraft engines, instruments, accessories as a part of the daily pro-PONCA CITY gram of meticulous maintenance AMARILLO OKLAHOMA CITY which has created Braniff's reputation for dependability. WICHITA FALLS Recognized as vital to America's war DALLAS FORT WORTH effort, Braniff saves precious hours WACO transporting men, mail and mater-AUSTIN ials between Chicago and the Gulf. HOUSTON SAN ANTONIO GALVESTON Next trip, fly. America's network of fast airlines will speed your war efforts. CORPUS CHRISTI BROWNSVILLE TO MEXICO, CENTRAL AND SOUTH AMERICA

OPERATED IN THE INTERESTS OF OUR INEVITABLE VICTORY

OUTHWESTERN HOSPITALITY ON WINGS

MAY 15, 1942

Do Your Wartime Sales Plans Answer These 40 Questions?

O marketing executive, any more than any general army staff, can be *sure* of what the future holds in store. The Army Command must have, does have, many alternative plans—a plan to meet each anticipated condition as it arises.

Today, rulings affecting your business come in increasing numbers from Washington, but there still remains a wide area of free decision for the quick-thinking and quick-acting business executive. "Quick" is emphasized because no decision, no policy, should at this time be considered permanent.

But if the answers are worked out in advance to the following questions, the shifts from one plan to another can be made quickly and with a minimum of fumbling and delays.

The Product

1. If more than one model or size, which should be the best sellers under present conditions? Consider scrapping the others for the duration. Balance unit sales costs against unit manufacturing costs.

2. What frills and extras could be eliminated now?

3. What savings could be made by changes in packaging? Change in materials? Concentrating on larger units?

4. Shipping facilities may become more scarce. Is the product packaged to secure shipping space economy?

5. If the WPB puts a ban on some material used in your product, how many alternates have you tested? How sure are you of sources of supply for these alternates?

6. Are you ahead of or behind the government or your industry in regard to probable simplification and standardization moves?

7. Have you shopped around through associations and business magazines for chances to swap machines or materials on which you are long for those on which you are short?

8. What new and different products could you make with existing machines, labor and materials?

9. If your shortage is in manufacturing facilities, what products could you take on as distributors?

Credits and Shipping

10. In view of increased shipping costs would it pay to offer a discount

to buyers who will make their own pickups? Or charge for deliveries?

11. Would it pay to concentrate sales effort in areas where easiest sales coincide with lowest shipping costs?

12. Would it pay to eliminate the

12. Would it pay to eliminate the least profitable branches and use warehousing facilities instead?

13. Have you checked recently on most economical shipping methods by areas—rail, truck, water, express?

14. Have you made a special current check on credits to firms faced with priority pinches, curtailment, frozen inventories?

15. If you are in a seller's market are you restricting sales to slow-pays and giving a break to those who pay

promptly?

16. If there are inequalities in your quantity discount plan are you taking advantage of this opportunity to correct them?

Sales and Advertising Policies

17. Are you keeping abreast of wartime population shifts which should affect quotas and advertising

18. Is your best customer of 1937 your best customer of today? If the white collar man was best then, has the laborer and the farmer supplanted him today?

19. Are you doing everything possible to keep your dealers alive—such as suggesting new lines, repair work,

20. Under present conditions should more or less dependence be placed upon wholesalers?

21. In view of the tire shortage, how can the prosperous small town and rural areas be best cultivated?

22. Have you done a housecleaning job on unprofitable advertising deals or too-generous discounts which have been carried along for years?

23. Are you giving preference in deliveries to those customers whose accounts are most profitable?

24. Have you found the best sales appeals to replace discarded frills and furbelows?

25. In view of the changing unitcost and gross-profit picture, do you have the best possible incentive system to make the men push the items most profitable to the house?

26. Have you revised sales territories and routes to get the most out of existing tires?

27. If you have cut sales territories, do you have an adequate direct-mail system to replace the salesman who no longer calls?

28. As your salesmen are called to the colors do you have their replace-

ments planned in advance?

29. If your salesmen have been called in to the office or the factory because they have nothing to sell what are you doing to keep up their interest in and knowledge of sound selling?

30. If peace should come tomorrow, are you ready to sell those new products the factory engineers are

ready to make?

31. When peace does come the sales manager will be the whipping boy if the company cannot sell what the enlarged factory can produce. Are you ready with several post-war plans?

32. Many good salesmen are on the loose today. Are you picking any of them up as your weaker sisters go

33. Your office force will be riddled by Uncle Sam's needs. Do you have a "junior" ready to step into every man's position?

34. What does the public think of you? Do people understand—and like—your attitude toward the War effort, toward your employes?

35. Unofficial, spontaneous boycotts are starting against the products of companies considered as either slackers or profiteers in the national emergency. What are you doing to explain your policies, your performance?

36. It is daily becoming popular to do without, to live a more Spartan life. How is this going to affect the present and post-war demand for your products? What machinery do you have for checking the changing taste of consumers?

37. If shortages and manufacturing bans put certain types of distributors on the toboggan, how will that affect *your* distribution? Are there other channels of retail trade which

you should develop now?

38. How will the trend toward larger packages affect your distribution plan? Will sales be shifted from the 5 and 10 variety stores to the drug, hardware, department stores?

39. Is your advertising plan really geared to the emergency? Does it shape up into two major patterns: A continuing theme to be maintained, come hell or high water, and a second type, more fluid in nature, which can be changed quickly as new conditions

40. With packing and packaging materials daily becoming more scarce, what are you doing to get your containers back from stores and consumers?

Here's a genuine substantial farmerand there are a million more like him!



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Why is Successful Farming preferred by these genuine substantial farmers? Because Successful Farming, as the class magazine of the farm field, directs its editorial content to the business farmers of the nation—specifically those farmers living in the Heart states. It is the enterprising farmers in the Heart like the Don Graham family who this year will receive more than half of the 13 billion dollar national farm income...who look to Successful Farming for guidance.

An unswerving editorial policy has placed Successful Farming in the role of farm family adviser to the high-income farmers of the nation. It is not surprising that today Successful Farming is PREFERRED as their personal guide to a fuller, happier life! Successful Farming's intimate, friendly editorial style makes Successful Farming the "living" book in the farm field for advertisers as well as readers. MEREDITH PUBLISHING COMPANY, Des Moines, Iowa.

Subscriber Don Graham, pictured on the cover of Successful Farming's May issue, is an lowa farmer, active in Farm Bureau and AAA work, two-time champion of the famous Pilot Rock plowing match, president of the plowing association. Successfully engaged in livestock farming, Mr. Graham has made farming pay and pay well. He's the type of responsible and responsive farmer whose family PREFERS Successful Farming.

The Farm Families
The Farming Region
The Tarming Re

Campaigns and Marketing

"Make Mine Ruppert"

Jacob Ruppert Brewery, N. Y., will utilize 114 newspapers, 28 Mutual radio stations, 2,189 outdoor posters, 92 bulletins and wall spots, theatre programs, class magazines, foreign language newspapers and trade journals during the rest of the year in its primary marketing area along the Atlantic Coast.

"All illuminated posters and bulle-

tins will be blacked out at night in restricted areas," explains James P. Duffy, ad director, "and the use of materials, such as tin, necessary for national victory, will be eliminated. But the sale of Ruppert beer and ale will be promoted vigorously because we believe our 'beverage of moderation' has a beneficial effect on the morale of our people."

Ruthrauff & Ryan, N. Y., is the

agency.

LOGISTICS

Strategy is the planning of warfare.

Tactics is the execution of those plans.

Logistics, the third branch of military science, is the supplying of everything necessary to strategy and tactics—in the right amount, at the right place, at the right time.

Now, in *total* war, we must apply the science of Logistics to all of our activities as a nation—civilian as well as military. WE-ALL are part of the Victory Program.

Our supply lines are literally life lines of the United Nations. Man-power and munition-power are the controlling factors.

Today, Logistics dictates strategy-determines tactics.

Congress has appropriated billions of dollars but it cannot appropriate one single second of time.

Time favors those who appreciate it as the priceless commodity it now is.

In war, when we save time we save lives—and we make our individual contribution to Victory.

DEPARTMENT OF LOGISTICS
INTERNATIONAL BUSINESS MACHINES CORPORATION

This message appeared in every daily newspaper, both English and foreign language, in the United States and Canada, on March 30, 1942

Plenty of Moxie

Moxie Co., Boston, with a 50% increase in the advertising budget, is anticipating the best sales in its 58 years. In 1941 they were the largest on record, and in the six-month period ending March 30 they were double the same period of a year ago.

According to President Frank M. Archer, the firm is able to meet rising demand, despite the sugar shortage, because it has a large inventory of Moxie all bottled ready for distribu-

Advertising now running includes time on 22 New England stations (one-minute transcriptions from one to five times daily); three-a-week insertions in 31 newspapers of 26 N.E. markets; 15,000 window trims; 100,000 point of sale displays; over 100,000 lapel buttons. Latter show Uncle Sam's red, white and blue hat with the words "What this country needs is plenty of Moxie." Agency: Alley & Richards, Boston.

Outside of New England the same advertising pattern is being used by wholesalers in Pa., N. J., Va., Ohio. Ky., and the Pacific Coast.



Powerful Paratone

Esso Marketers, N. Y., ran a large space insertion in some 650 newspapers of 18 eastern and southeastern states on how "every plane, every ship, every gun, every tank fights better" because of Paratone. Latter, "a revolutionary Esso product, is added to oil to assure instant response regardless of sudden changes from extreme heat to extreme cold. . .

"All American naval craft . . . go to battle with a priceless advantage. In Winter as in Summer, oils to which Paratone is added work just right to kick off planes from catapults—supply the even pressure needed to turn huge

turrets and operate the firing controls of big guns," etc. Paratone, "the only product of its kind, was made available to other refiners in the U. S. six months after Esso had begun to use it"

Insertions for other Esso developments may follow, as the company is reducing outdoor posters, bulletins and spectaculars and will probably increase its newspaper coverage.

McCann-Erickson, N. Y. agency, handles the insertions. Marschalk & Pratt, N. Y., continues in charge of the "Esso Reporter" radio newscasts.

Do As Your Dentist

R. L. Watkins Co., N. Y., has begun the first newspaper campaign in three years for Dr. Lyon's tooth powder. Approximately 80 papers in 35 larger cities, several gravure groups and The American Weekly are being used.

Weekly space is to run through May, June, September, October and November. "The world's most beautiful girls praise Dr. Lyon's tooth powder" is the theme, with pictures of same for illustrations. Thompson-Koch agency, Cincinnati, is in charge.

Two daytime serials on the Blue Network and two daytime serials plus "Manhattan Merry-Go-Round" (Sunday evening) on the NBC Red network continue. Blackett-Sample-Hummert, N. Y., is the agency for this division of the account.

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Lever Brothers add over 30 magazines to the extensive Swan soap schedule. Pages in full color and b. & w. ate to run for the rest of the year. Total circulation of the magazines is more than 74,000,000.

The company is already using some 106 NBC Red stations for the Swan Burns & Allen program with transcriptions on another 120-plus; spot radio; a long list of newspapers; outdoor posters, and The American Weekly, First Three Markets, This Week, newspaper supplements.

Headline of the current promotion describes Swan as a "baby-gentle floating soap that's a sudsin' whiz!" Young & Rubicam, N. Y., is the agency.

No Substitute for N. E.

"Buy them or bake them, but keep on enjoying genuine New England baked beans," Burnham & Morrill Co., Portland, Me., is urging housewives in color space in national magazines.

Explains President Charles S. Morrill, "While we shall try in every possible way compatible with the national emergency to supply women through stores with B & M Brick-Oven baked beans, it is probable that, at least temporarily, women will have to do more and more bean baking at home.

"Our advertising will urge such home-bakers to prepare their beans in the authentic, good, old-fashioned New England manner. It will point out that it is unwise to try short-cuts, that best flavor comes from the Down East method of day-long baking. A New England recipe will be furnished upon request."

Agency: Charles W. Hoyt Co.,

Bekins

Bekins Van & Storage Co., "largest U. S. moving and storage firm," with branches in many Pacific Coast cities, increases its ad coverage because of war-born need for its facilities.

Twenty-five western newspapers, a thrice-weekly news broadcast on CBS Coast stations, spot announcements and direct mail constitute its largest promotion. With munitions workers changing homes, Army and Navy personnel shifting, Bekins proclaims "Household goods moved anywhere." Brooks agency, Los Angeles.

*LABOR - MANAGEMENT COMMITTEES

now seeking best methods for pursuing current war production drive program through inspirational methods applied to the individual worker should by all means obtain for their immediate consideration a presentation of the Plan now available that meets the demands with a studied, intelligent, week-in-and-week-out *sustained* emotional drive for a full year's run without souring. Communicate with R-B FEATURES, 386

Fourth Avenue, New York, N. Y.

* Or Company Officials



Any time you fellows feel you can't get by with one razor-pade a week, try a Schick Electric. It's really a whooper-do, once you get the knack.

Lowell Thomas recently panicked himself and his announcer, Hugh James, by mis-reading it as "Sir Stafford *Crap ps.*" The boys had trouble pulling themselves together after that one; referred to it on a later broadcast.

Pampered unioneers: Coddled eggs.

"Femininity, sex if you wish, is not an asset to a woman working for a living."—Anna Sten, reported by Cue. Wanna bet?

Milt Silver, ad mgr. of Rochester's Genesee Brewing Co., told how he had tried to help the cause by advertising U. S. War Savings Bonds on the neck-labels. The alcohol board frowned upon the medium. What you can and cannot do with beer, wine, and liquor advertising is a pain in the neck-label, huh, Milt?

Fisk Tires took a page in the publication, *Tires*, to make a timely emendation to their well-known slogan: "NO time to re-tire . . . time to serve."

"Dizzy Dan," who offers no further identification, is upset to see pictures of women in evening clothes drinking Coca-Cola right out of the bottle. Shall we call for a straw vote, Dan?

An advertiser in *Fortune* referred to "circular steel discs" in a recent page. To distinguish them from square discs, I suppose.

Stopper by Don Herold for Mum: "How to be as popular as Hitler."

As this is written, the negotiations between Britain and India have laid an egg. Maybe Sir Stafford should have promised Mohandas all the loincloths he could use from here in.

Which reminds me: The late Frank Schoble, hat manufacturer, used to have a favorite yarn about the mother who bought a dozen diapers at Wanamaker's, only to find them ticketed: "Made expressly for John Wana-maker."

A brassiere advertiser might paraphrase with the theme: "The ever-normal mammary."

It isn't only tires that can put your car into dry-dock. A broken fan-belt is no bargain in this here new rubber crisis.

It would be a joy to read some real cigar copy . . . something with the lilt and gaiety of the original Prince Albert pipe-tobacco advertising written by my early sponsor, Pop Creamer.

SKF Industries, Inc., touched on one of the Four Freedoms in a headline: "He gets his news un-Goebbeled."

I like the footnote used by Billy B. Van, former vaudevillian who became a distributor of home-made candies and pine-scented soaps: "These products are so good, I use them myself." As Billy used to say when he was on the stage, "In-doo-BIT-ably, in-doo-BIT-ably!"

Pertinent parody by Westinghouse: "Priority, the mother of invention."

My neighbor, John Middleton, the tobacconist, ran an ad for his Walnut brand not long ago with this caption: "The peer of pipe-tobaccos." Any 98-cent dictionary will tell you that "peer" means "equal"; and "The equal of pipe-tobaccos" hardly makes sense for a blend as fine as Walnut.

Corning Glass maintains its battingaverage with the headline: "Battlewagons have glass ears."

And Allis-Chalmers wasn't doing too badly with "Cribs for kiddies . . . cradles for guns."

Ralph Ingersoll, of *PM*, warned advertising-men that they had better get busy and employ their talents to "sell the war" to the populace, or they will find themselves out of a job . . . being unpopular with the Administration

anyhow. What, I what, can we tell the people that newspaper-columnists, radio-announcers and the various Government spokesmen haven't already said a thousand times? What we need are victories on the battle-front, not words on the home-front. More bombing of Tokio and Yokohama, like the start we made a month ago. The time for talk ended at Bataan, the way I see it.

Bob Graham forward-passes a stopper by Carter Products: "She goes the limit." With an explanatory subhead, of course.

With that louse Laval back in power, French misgovernment will be more Vichyous than ever.

Regular readers of National Geographic Magazine, thanks to the editors' uncanny sense of timing, are usually already familiar with the places that break in the war-dispatches. Through magnificent photographs, often in Kodachrome, and text that reads like a Burton Holmes lecture, you get the flavor of those places as though you had visited them personally.

The line forms at the right when you start a rumor that such-and-such an article is going to be scarce.

With the comment, "Commercial advertisers note well," R.W.G. clips and mails an item from *Tide*: "With no rigid budget-plans, the Navy simply intends to run as much advertising as proves needed to do the job."

When I got my first pair of patriotic pants, sans cuffs, all I needed in order to feel like Grandpappy was a pair of Congress gaiters.

* * *
Some of the suggestions sent the President as a label for the current war read more like a bill-of-lading than a label.

Nehru fiddled while London "burned."

The Pittsburgh Post-Gazette paraphrases GWTW as "Gone With the War."

Speaking of Pittsburgh, KDKA, Westinghouse in Pittsburgh, headlined a page: "Alas, my poor Buick!" A headline inspired, incidentally, by the station's promotion manager, "Mac" McGill.

Version No. 7,683: "Give Japan the bomb's rush!"

T. HARRY THOMPSON

SALES MANAGEMENT



but don't think it's just another newspaper ad, or something to be filled out from Schedule A.

Advertisingly . . . you're looking at holy ground—because this particular half-page is the most looked-at space in existence. Only the sky has more visibility; and even that is not regarded as regularly or with as much interest.

Because this half-page goes into 11,000,000 American homes every Sunday, is looked at regularly by almost one-third of the population of the U. S. The people who look at it are the U.S.—as far as business is concerned. Only this particular half-page reaches so many of them so effectively, at one time.

This half-page gets 75% readership among the adults of those 11,000,000 families; and all the children... No other medium can match it. Only the President of the United States, You don't have to work for attention with entertainment, or something sensational. The attention is there, and sensational enough. Just put your advertising in the way of it!

This half-page has color—three primary colors and black—all that Nature started with.

This half-page is today the greatest challenge in advertising. Rightly used, it can sell more goods to more people more cheaply and more rapidly than any other medium on earth . . . It's a buy at almost any price! And the price remarkably low—only \$16,712.

This half-page is in the comics sections of the great Sunday newspapers of Metropolitan Group—reaching more than 20% of families in 687 cities over 10,000 population!

Opportunity?...not to be overlooked! Call any Metropolitan Group office—soon!

Metropolitan Group

Baltimore Sun • Boston Globe • Boston Herald • Buffalo Courier-Express • Chicago Tribune • Cleveland Plain Dealer • Des Moines Register Detroit News • Detroit Free Press • Milwaukee Journal • Minneapolis Tribune & Star Journal • New York News • New York Herald Tribune Philadelphia Inquirer • Pittsburgh Press • Providence Journal • Rochester Democrat & Chronicle • St. Louis Globe-Democrat St. Louis Post-Dispatch • St. Paul Pioneer Press • Springfield Union & Republican • Syracuse Post-Standard • Washington Star • Washington Post 220 East 42d St., New York • Tribune Tower, Chicago • New Center Bldg., Detroit • 155 Montgomery St., San Francisco

MAY 15, 1942

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Why Does General Foods Advertise? The Company Explains to Stockholders

General Foods invited stockholders to make suggestions and ask questions—and so many were received about advertising that the company issued an informal pamphlet supplementary to the annual report.

N a 24-page pamphlet General Foods explains to stockholders the why, the how, the how much and the what-results of its advertising campaign. Because it is a superb analysis of the functions of advertising, especially as applied to well-known branded products, we believe that many SALES MANAGEMENT readers will find it helpful.

The importance of the pamphlet lies not only in what is said, but in the fact that it was printed and distributed at all. Other corporations may, to an equal degree, inform their stockholders in detail about important aspects of the company's activities, but the editors of SM have no knowledge that this has been done heretofore in the case of advertising. They seem to have assumed either that stockholders were well informed about the company's advertising, or that they didn't care, or that it was none of their business. General Foods very wisely decided that none of these assumptions was warranted.

Unfortunately space does not permit the reprinting of the entire pamphlet, which is called, "Answers to Questions About General Foods Advertising," but here are some of the most significant questions, and excerpts from the answers:

Why does General Foods advertise? Does not a good product sell itself?

The inherent merits of a product help to maintain and increase its sale, but they cannot alone be relied on either to establish a new product on the market or to expand its volume of sales. A dealer will seldom buy a product for resale to his customers unless he knows that his customers want it, or he is convinced that the manufacturer will create sufficient demand for it through advertising to aid him in moving it off his shelves and counters.

Advertising is a means of telling consumers convincingly about General

Foods products so they will ask for them in retail stores or so that they will be in a receptive frame of mind when grocers, in one way or another, bring the products to their attention. Advertising has proved to be the least expensive and by far the fastest method of accomplishing this purpose. Without the use of advertising it would be prohibitively expensive, if not impossible, to build sales volume to a point sufficient to realize the economies of large-scale production, or to create, maintain, and increase a favorable opinion about our products among the millions of consumer-buyers in this country.

When a product is once successfully introduced to consumers, satisfied users form a backlog of relatively stable sales volume, and their word-of-mouth support of a product is a valuable factor in increasing its sales. It is not safe, however, to discontinue the advertising even of a well-established product. Other products are continually being brought forcefully to the attention of the consumer in competition for his interest and patronage. No matter what the merits of an established product may be or how well it is established, merchandising history proves that few products have been able to maintain their sales volume when advertising support has been

Furthermore, among consumers there are changes in individual tastes and preferences, and there is always a large reservoir of potential purchasers to be drawn upon who have never tried a product, no matter how long it has been on the market. New homes also are constantly being established, and advertising is the best way to invite their patronage. Continuous advertising is essential, therefore, to continuous product vitality.

The chief asset behind the value of General Foods stock is the good will of consumers toward our products as reflected in their purchases. Fundamentally this good will must be based on meritorious merchandise, fair prices, and honorable business practices. It cannot be reflected, however, in large-scale consumer purchases without widespread knowledge of the products. Advertising has been found to be the most effective means to bring about and to increase that knowledge. From this point of view, successful advertising is one of the most important foundation stones in the General Foods structure. A continuation of successful advertising is the present policy of the management for the protection of the stockholders' interests.

How does the management know how much can profitably be spent on advertising?

It is the policy of General Foods to maintain the individual identity and the individual advertising of our products, just as they were maintained by our predecessor companies before the consolidation. Each product must stand on its own feet, and it receives individual consideration and an individual advertising budget in accordance with what its particular promotion requirements seem to justify. The company's total advertising bill is simply the sum of the carefully planned promotion expenditures for each of the advertised products, no two of which are necessarily treated in the same way or have a similar percentage relationship between advertising cost and sales dollars.

In deciding how much to spend on the advertising of each product, various factors have to be considered, such as: How well is the product established on the market? To what extent is it subject to direct competition, and how aggressive is that competi-How large is the potential tion? market? How effectively does the product respond to advertising support? To what degree is there geographical concentration of potential users? What gross margin between manufactured cost and selling price is available for all promotion expenses and profits? What is the past history of the product with respect to sales volume at different levels of advertising expenditure?

Answers to these and other similar questions are carefully sought as a basis for determining the amount of advertising support each year or season that each product is to receive.

Having decided how much money to spend on advertising a product, how does the company know how best to spend it?

Many considerations determine the company's selection of a medium for the advertising of a given product at a given time.

For example: How large are the present and potential sales? A product with relatively small sales volume cannot afford the cost of a mass medium reaching most of the people in the country, and must get along with relatively thin coverage which will give some advertising support to as many dealers as possible. Is the market for the product chiefly urban or rural? Different types of media have different degrees of influence in city and farm areas. How much of a selling story is there to tell about the product? Some kinds of media seem to lend themselves better to short, quickly grasped messages, and other kinds to messages that are necessarily longer. How currently important is the need for aggressive dealer support of a product? Dealers in general seem to respond more cooperatively to the use of some type of media than to others.

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Is the appeal chiefly to men, women, or children? This question has an obvious bearing on the choice of media. Is the market for the product mainly limited to a specific economic class or classes? How important is it to appeal intensively to foreign - language Is the actual or potential market local, sectional, or national? How many people does the medium reach? What is the cost per thousand of reaching the audience of one medium as compared with the cost of reaching the audience of others? How influential has one type of medium proved as compared with others in promoting the sale of a particular product or classification of products?

The problems involved in these and other questions have to be studied by the conscientious selector of advertising media. Often the complete answer can be found only by experiment. The experience of the individual advertiser is probably his most important piece of equipment in making an intelligent choice of media.

How does General Foods measure the results of its advertising?

The company has one principal measure of the value of its advertising, and that is sales. Because the purpose of advertising is to aid in maintaining and in building sales, adequate sales must result if the advertising is to be considered effective. Whether the advertising effort is a



Pan American Clipper Ship-Boeing 314

This letterhead records A THRILLING WAR EFFORT

Braving, every hour, the hazards of war, Pan American Airways are speeding men, mail, and materials vital to victory across the aerial lifelines of the democracies. With thrilling precision, the Clippers are linking all countries of the western hemisphere, linking Alaska, Hawaii, Europe, Africa, the Far East... across routes totaling over 90,000 miles.

Paper plays its part in all of this operation . . . for essential maps, records, communications. And much of the important correspondence of this company is written on Strathmore Bond.

The Strathmore mills are supplying papers for many other war activities. And, in so far as STRATHMORE BOND and other Strathmore papers are available, we offer them to private industry as the letter-heads that stand for *quality with economy* and that help to write... for all who use them...a record of leadership.

Strathmore Paper Company, West Springfield, Massachusetts

STRATHMORE MAKERS OF FINE PAPERS

Where's Elmer

Buckley, Dement & Company 1300 Jackson Boulevard - Chicago MONroe 6100

Elmer used to call on your trade when you were still making shipments to dealers. But when shipments stopped and Elmer stopped calling, these dealers began to forget all about your company.

Keep Elmer's dealers from forgetting you by giving them news of your wartime activities. Show them, through a regular company publication, how the products you used to ship them are helping to win the war-or how you're using your facilities for other products that help in the war effort.

Ask us for suggestions. We have the personnel, experience and equipment to originate, print and distribute a house organ for you. Let us show you how other organizations are telling the news about themselves.

THEY'RE Glad BOUGHT ARTKRAFT!"

Fortunate, indeed, are those who bought Artkraft* signs. Our war production schedule will not be such a hardship to them. Although they will be unable to buy additional signs, they will have no serious maintenance problems on those installed, since Artkraft* signs, 999/1000% perfect, have been built for long life, require so little service.

Meanwhile, Artkraft* is serving, if not selling, America's meanwhile, Arikran is serving, it not seiting, America's merchandisers. Though busy producing war materials of typical Arikran quality, we are prepared to render any necessary service. Our stock of tubing, transformers and other replacement items is ample for the emergency.

As soon as our country's inevitable victory is attained we will resume production of signs of all types, the signs which have gained the reputation for being the finest.

To better help you get maximum service out of your present signs, we have prepared a booklet which covers operation and maintenance of all types. It tells how to detect and cor-Whether or not you have been an Artkraft* customer, we invite you to write for your free copy. customer, we make you to write for your free copy. We be-lieve that you will read it carefully and then file it for rect troubles. reference.

"Remember Pearl Harbor. Buy U. S. War Bonds Now!"

-by ARTKRAFT* SIGN COMPANY

GENERAL OFFICES: 1000 E. KIBBY ST., LIMA, OHIO, U. S. A. *Trademarks Reg. U. S. Pat. Off.

GIBBONS KNOWS CANADA

J. J. GIBBONS LIMITED . ADVERTISING AGENTS

radio program, a series of advertise. ments in magazines, or a campaign in newspapers, the productiveness of the effort is legitimately judged by the convincing criterion of sales.

Why does General Foods advertise each of its products sep-arately? Why not advertise all or many of them together?

In the case of a single advertisement in a newspaper or magazine, the advertiser can hope to engage most readers' attention for only a very limited length of time. He can elect to concentrate that limited amount of attention on a single product, or he can elect to divide it among several products. In the latter case the sales persuasion he can bring to bear on each product is only a fraction of the selling force he can exercise in the former case.

It is the experience of most advertisers that sales results are in direct relation to the degree of concentrated attention which a product receives in an advertisement. Theoretically, therefore, if two products were promoted in a given advertisement, it would take twice as many advertisements to accomplish the same sales result for each product as would be required if the products were promoted individually. The savings in the case of the two products would be nil.

Of course, advertising does not work with this degree of mathematical accuracy; but the possible savings from combining products in an advertisement are largely, if not entirely, counterbalanced by the certain risks involved in scattering the reader's attention. General Foods does occasionally combine associated products (such as chocolate and cocoa) in single advertisements, believing that the appeal of each product reinforces the appeal of the other.

Why does not General Foods advertise more as a company?

There are frequent suggestions that the company should do more advertising of General Foods as a company or as a "line" of products, and less advertising of the individual items that go to make up the line. Usually the idea is advanced that a master trademark for all products should be de-vised; that it should be displayed prominently on each package; and that, through the wide advertising of this master trade-mark, every product carrying it would benefit.

There are several controlling reasons why this is not done. First, most of the individual product names are better known and more firmly established

Are you the guy that will be forgot by the gals you leave behind?

Tough spot, that. And worse for a business than for a bombardier. Break a soldier's heart and another gal will soon mend it. But for a business, to be forgot is fatal.

No matter if your business has gone off to the wars... you've got to keep in touch with the gals at home or suffer the awful consequences of their forgetfulness.

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sons t of betshed N T Keep them remembering you... by advertising. Keep them remembering what you're doing to help win the war for them. Keep them remembering what you will do later to help them in the peace. Keep them remembering... by advertising.

And advertising, naturally, in The New York Times... which wields an influence in the lives of women as do few other publications.

The Times is read daily by one of the biggest groups of women reached by any newspaper. Advertisers find it profitable to do business with these women. That's why they make The Times their biggest medium in New York. That's why Manhattan department stores spend more money in The Times than in any other New York newspaper to advertise their upstairs departments.

To have these women who read The Times remember you... is to assure your business well-being... in war... in peace. Let us tell you more about them. Today?

The New York Times

"ALL THE NEWS THAT'S FIT TO PRINT"





GEM ULF COAS

GULF COAST

Championship sporting golf course. Most delicious meals of the Gulf Coast. Fishing, boating, hotel dock. Luxurious unique surroundings American or European. Ideal winter and summer resort. Write. Gulf Hills Hotel, Ocean Springs, Miss.

THE GULF HILLS

Bungalow Hotels

than the company's name. Jell-O, Maxwell House, Swans Down, Postum, Grape-Nuts, and all the other household words which stand for the principal General Foods products, are better known than the name General Foods itself. To make a new master trade-mark mean as much as these old and valuable trade names would take a long period of time and require a very large amount of money. While devoting its advertising funds to building appreciation of the meaning of the new overall trade-mark, the company would run the risk of losing the value associated with the old names.

Furthermore, most products are not

successfully advertised simply by seeking to establish the integrity, ideals, and producing skill of the manufacturer, or by general statements about the meaning and value of a trademark as such. Products must be advertised for specific uses. To be sold successfully, Post Toasties, Certo, Calumet baking powder, Baker's chocolate, and all other products must each be advertised in an in-dividual way. They are really unrelated products, alike only in their common sponsorship and in the fact that they are all sold through the same retail channels. It would be as difficult to promote them effectively under a common name or trade-mark as it would be to apply the same procedure to wedding rings and fountain pens.

There is also a pronounced risk that in a line of diverse products, promoted primarily as a line rather than as individual items, one or more of them might not suit the tastes of certain consumers; and this individual prejudice against specific items might be extended to, and react disadvantageously against the sales of, the other products in the line.

Finally, it must be remembered that each General Foods product is in direct competition with other similar products, each one the subject of individual and extensive advertising support. To abandon the field of individual product promotion to competition while seeking to establish the overall value of a General Foods line of products would gravely prejudice the welfare of the products and the interests of the stockholders.

Other subjects covered in the pamphlet include answers to the questions on how the company can measure the effectiveness of its advertising in any way besides sales results, why it uses high-priced radio entertainers, why it sponsors a number of radio programs and why it does not sponsor more "cultural" radio programs such as high-class music.

Payrolls Are Zooming in the Los Angeles Area

Several readers have expressed surprise that Los Angeles did not show up in the April 20 Pictograph called "Where Are Payrolls Zooming?" Well they might inquire, for Los Angeles belongs in that select group but was omitted through a bad bit of fumbling between SM's editorial department and the printer's composing room. Taking the 12 months average of 1937 as 100, the Los Angeles employment index stands at 196.1 and the city consequently ranks next to the top among those metropolitan areas with populations over 400,000.

and in March • 140,117

Few newspapers anywhere can equal The Telegram-Gazette's record of continuous normal growth. Few can match The Telegram-Gazette's blanket coverage and dominant influence in its field. In 1927 The Telegram-Gazette achieved the then almost incredible circulation, for its field, of 100,784 average net paid daily. Reader interest, and reader confidence, sent the figure progressively higher.

In 1937 . . . 117,127
In 1940 . . . 128,643
In 1941 . . . 134,302
And in March of 1942 . 140,117

The Worcester Market—heart of industrial New England—offers almost unlimited opportunities to Telegram-Gazette advertisers NOW. Hundreds of factories are working overtime for Victory; every business index is UP Population: Worcester 193,694. City and Retail Zone 440,770. This rich market is covered by The Telegram-Gazette ALONE; there is no other Worcester daily.

THE TELEGRAM - GAZETTE WORCESTER MASSACHUSETTS GEORGE F. BOOTH, PublisherPAUL BLOCK and ASSOCIATES, NATIONAL REPRESENTATIVES OWNERS of RADIO STATION WTAG

135 ARE SUNG out in the SUBURBS of PITTSBURGH



Where Most of the War Factories are Located

LIQUOR VOLUME is UP

40% in the Suburbs 29.8% in Pittsburgh

Here are the Figures on a Few Typical Boom-Towns _ _ Others on Request

362,269

186.599

799.625

197,944

29.8%

60.9%

47.6%

38.6%

44.0%

37.6%

47.9%

42.7%

49.6%

37.4%

50.6%

17.90

21.18

20.00

18.45

1941 LIQUOR PER CAPITA % INCREASE VOLUME PURCHASES OVER *1939 PITTSBURGH \$19,104,579 \$17.54 AMBRIDGE 556,011 29.38 ARNOLD 21.40 232,947 BEAVER FALLS 20.19 313.073 BUTLER (Including) 636,113 21.59 BENTLEYVILLE 36.61 125.598 GREENSBURG 523,487 31.22

CITY

Of course the Pittsburgh District is Booming-soaring with the increased tempo of war work. Employment is UP 20% and Payrolls have zoomed 50% since 1941. But remember, please, the really BIG Boom is out in the Suburbs.

Look at the sales of Liquor, the only commodity on which there are accurate, current figures! These sales have certainly soared in the Suburbs! And so will yours, if you concentrate in the Post-Gazette which offers a 50% greater coverage of these Suburbs than either of the other two Pittsburgh dailies.

Pittsburgh Post-Gazette

MONESSEN

MONONGAHELA

UNIONTOWN

VANDERGRIFT

ONE OF AMERICA'S GREAT MARKETS - ONE OF AMERICA'S GREAT NEWSPAPERS!

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^{*}Comparisons are made with the pre-war year of 1939 to show the effect of war industry pay-rolls on liquor sales.

The Transportation Crisis

BY RAYMOND BILL

Editor and Publisher, SALES MANAGEMENT

(This article is based on a talk made by Mr. Bill early in May at the Spring Meeting of the Association of National Advertisers.)

N relation to selling the transportation situation can be broken down in two different manners. First according to available vehicles or methods of transportation. Second, according to what is being transported, including salesmen, and products sold.

Until recently, many sales executives have concerned themselves more with the movement of salesmen than with products being sold. Serious as the first phase is certain to prove in the not distant future, it appears to be of secondary importance to the transportation of products. In fact, the outlook under the second heading is so very grave that it is of itself greatly affecting the need for, place of, time of, and nature of traveling which is done by salesmen.

This all leads still further back up the line, because in many fields the problem of what manufacturers will have available for sale is seriousthat is, what total quantity-how much to whom-and at what places. The answer to most such questions largely lies in Washington and its day-to-day recommendations, regulations orders. Coming now to the methods of transportation, we can consider (a) railroads, (b) ships, (c) planes, (d) trucks, (e) buses, (f) motorcycles, (g) bicycles, (h) passenger automobiles, (i) walking, and (j) carrying on sales effort without transporting the salesman all the way to his customer's place of business.

Let us first consider transportation by rail. Up to now the railroads have not visualized any cause for early concern about business travel, even including Pullman space, for those who planned their trips and bought their space well ahead of time. But from now on fellows who make up their minds at the eleventh hour will run into steadily growing trouble in securing Pullman space. Later on, if a condition of chronic shortage of Pullman space exists, on runs used by large numbers of business men, there may be a policy set up involving reserved space on "all-men" modern coaches, which have reclining seats similar to those on airplanes.

Ships have never formed any major method for transporting salesmen. Airplanes have been chiefly used by sales executives rather than by the run of salesmen and priority use of airplane seats is increasing for the military branches and those most essential to expediting war production. Motorcycle tires being subject to the same restrictions as automobile tires throws motorcycles out as a currently important factor for expanded use.

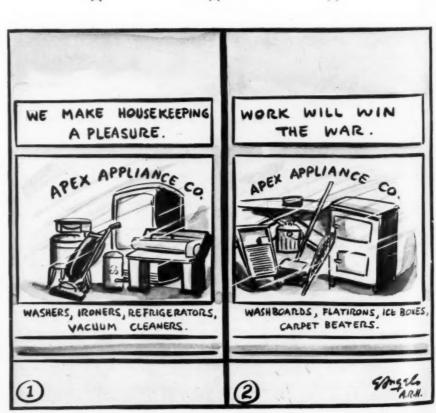
Buses, of course, constitute a transportation means of steadily growing consequence. They will be given priorities, now and later for rubber, gasoline, repair part service, etc., because it is economical and conserving to transport multiples of people as against single individuals. Hence, all companies with traveling men should keep posted on extended bus facilities as they are being developed in many parts of the country.

Trucks do not ordinarily sound like an answer, but no small number of concerns are already either making truck drivers out of salesmen or salesmen out of truck drivers—all to the end that duplication of human transportation may be eliminated.

Up to this time bicycles have not cropped up as an important factor. However, if English experience is any criterion, both the public and salesmen will be forced to resort in large measure to bicycles before the passing of many months. At the present time, of course, the sale of new bicycles is being rationed and chiefly to factory workers, but the sale of second-hand bicycles has not yet been restricted nor is there any restriction on the sale of bicycle tires even though all other types of tires are already subject to rigid rationing and regulation.

Letting salesmen walk to call on their customers may sound far-fetched now but use of this oldest form of human locomotion is actually wise and

It is axiomatic that much future selling will have to be through other means than by transportation. Use of the telephone will be stepped up materially. Use of direct mail and of



business paper advertising should mount steadily. Moreover, there will be new schemes devised for bringing customers to hotels or other central points where transportation is minimized for the vendor even though it is in a sense increased for the vendee. Techniques under this heading will be most advisable where selling to retailers requires the display of sample products, special demonstrations or special merchandising exhibits. With salesmen forced to make increasing use of railroads and buses, this type of technique will undoubtedly make much headway. Moreover, seller's markets and product shortages are making it steadily more imperative for buyers to go to sellers instead of vice

Finally, we come to the most important transportation method for salesmen, passenger automooiles. Here a minority of companies already feel the pinch. Still blacker clouds are on the horizon. The unpleasant truth is that hardly any companies, even those engaged in war work, can count on any more automobile tires than are now to be found on the cars of their sales-

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No New Tires for Salesmen

In the first place, manufacture of tires for passenger cars has now been discontinued in the same sense as is true of the manufacture of passenger automobiles, and many other consumer commodities. In the second place, under the now prevailing OPA regulations, no new tires may now be sold or allotted or rationed to salesmen of any kind. The only place where salesmen can now get any consideration whatever for tires lies in retread tires and recap tires and here is the complete regulation of OPA with respect

Transportation of traveling salesmen who are engaged in the sale of farm, extractive, or industrial equipment, foods or medical supplies, the distribution of which is es-

sential to the war effort.

Certificates may be granted under this section only to provide transportation for such traveling salesmen as are engaged in the sale of machinery, or similar equipment, for farms, factories, mines, oil wells, lumber camps, and similar productive estab-lishments, and of foods and medical sup-plies, and only when the distribution of such commodities by such salesmen is es-

sential to the war effort.

Certificates may be granted under this paragraph only to salesmen of the commodities specified and only in cases where the sale of such commodities cannot be made by other means, including mail and telephone, where failure to equip the cars of salesmen would hamper the war effort by depriving the community of necessary commodities, and where the salesmen cannot make such sales by using other means of transportation.

She does the buying -



You can sell her and the other thousands of women in Greater Miami and Southeast Florida through The Miami Herald, as it is their preferred reading and shopping medium . . . A fact borne out by its publishers' statement for the six months ending March 31, 1942, which shows substantial gains in both Miami city zone and total circulations, as follows:

Daily Circulation in City Zone A Gain of 1,072	76,548
Sunday Circulation in City Zone A Gain of 1,798	76,586
Total Daily Circulation A Gain of 1,861	102,086
Total Sunday Circulation	112,288

This means that the women of nearly every home in the Greater Miami area, and the vast majority of those in the remainder of Southeast Florida, read The Herald . . . It also means that The Herald's policy of devoting much of its space to features designed solely for them, is winning the interest and confidence of more and more women each day!

The Miami Herald

GREATER MIAMI-"A National Market!"

SALES MANAGEMENT'S study of this whole transportation problem was premised not only on widespread industry contacts but also upon special trips to Washington involving direct contact with high officials of such governmental bodies as the War Production Board, Office of Price Administration, Office of Defense Transportation, Department of Commerce, etc. While it is not practical to quote the exact words of each important person consulted, it is feasible to report the composite judgment to be about as follows:

1. Do not count on any more passenger cars or tires for salesmen. In addition be prepared for curtailment of the use of what you now have.

2. Do not use passenger cars at all in territories where other means of transportation can be employed. If possible, eliminate the use of passenger cars for salesmen altogether.

Plan all trips for salesmen well in advance.

4. Cut down materially on the number of salesmen.

 Cut down materially on the frequency of salesmen's calls on individual customers or prospects.

6. Make advance appointments in every

7. Use to a maximum extent the telephone, mail and business paper advertis-

ing to replace salesmen's contacts.

8. Even when using public conveyances, do not bring salesmen back for week-ends thereby increasing the nation's total traffic load.

9. Do not start and end business trips (or even vacation trips) on week-ends; in

other words, do everything possible to relieve the peak loads which ordinarily occur on week-ends.

10. Use bicycles for salesmen wherever possible.

11. Have salesmen make calls on foot wherever possible.

12. Minimize the amount of physical material which must be carried by salesmen.

13. Do everything possible to bring customers and prospects to you instead of you to them.

14. To the extent that you continue to use salesmen's cars insist upon the conservation of cars and gas in accordance with the most up-to-date means of effecting such conservation. These methods in the aggregate will increase the life of rubber tires by at least 100%, and in most cases by 200%. These include such as (a) traveling under 40 m.p.h., (b) checking tire inflation regularly, (c) checking wheel alignment regularly, (d) periodic rotation of tires, including the spare, (e) checking tires frequently for nails, glass, etc. that might be picked up in casings, and (f) avoiding fast starts and stops.

As to the outlook, obviously new passenger cars will not come off the assembly line until WBP allots steel for the purpose—a remote possibility at best. There is no gasoline shortage as such, but the lack of transportation results in gas shortages, especially on the Eastern seaboard. Both business and the public will be limited by the present rationing of gas which will automatically force conservation of rubber. But even with an ample movement of gas, no early relief appears in sight, because of the direct tie-up with rubber.

Japs Corner Rubber Market

Coming now to the rubber situation, it seems appropriate to mention that SALES MANAGEMENT emanates from the same organization which is responsible for the publication of *India Rubber World*, the scientific authority on rubber, and *Tires Magazine*, devoted to the merchandising and servicing of automobile tires. My brother, the publisher of these other journals, recently stated publicly "This war may not be won on rubber, but it may be lost because of lack of rubber."

Here is the story in a nutshell: 90.4% of the world's normal capacity of natural rubber is now in the hands of the Japs. Seven per cent more is located in Ceylon and British India. You can make your own guess as to whether any of this will be available to us. Our normal peacetime rubber requirements amount to 600,000 long tons a year. As of January 1, 1942, we had some 693,000 long tons on hand. Leon Henderson has stated that the United States military forces, lend-lease and South American export will require in the aggregate in 1942 some 409,000 long tons. Reclaimed rubber which is

When you are "buying"

CALIFORNIA be sure to include

SAN DIEGO

1940 Census figures tell only about half of San Diego's story. Get the true facts month by month from our National Representatives. It will pay you to keep pace with Southern California's second largest market!

SAN DIEGO UNION and TRIBUNE - SUN

REPRESENTED NATIONALLY BY WEST-HOLLIDAY CO., Inc.

New York • Chicago • Cleveland • St. Louis • Denver • Seattle • Portland • San Francisco • Los Angeles

WHAT MAGAZINE GIVES GREATEST PENETRATION OF THE NATIONAL FARM MARKET?

Farm Journal

OVERWHELMINGLY AMERICA'S LARGEST RURAL MAGAZINE...2,600,000

derived principally from old tires now represents a sluggish source because of everyone trying to make every tire serve to the last possible turn of the wheel. The known stock pile of scrap rubber, from which reclaimed rubber is made amounted to 100,000 tons, and reclaimed rubber, amounted to 26,000 long tons as of the third quarter of 1941 (the last time figures were available).

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South American, Central American, and African rubber supplies can be increased enormously on a percentage basis but will still be a minor factor as measured in terms of our national requirements. Moreover, these sources involve transportation difficulties of a serious sort.

Mr. Henderson has stated that by 1943 we will be importing crude rubber to the tune of 135,000 long tons, manufacturing 300,000 long tons of synthetic rubber, and growing Guayule plant rubber to the extent of 1,000 long tons, giving a total production for

synthetic rubber, and growing Guayule plant rubber to the extent of 1,000 long tons, giving a total production for 1943 of 436,000 long tons. This year the quantity of rubber available from these last two sources is much less therefore, we do not need any more statistics than these to be certain that there can be no real solution of the rubber problem for two or three years to come. Even then, the answer will depend largely on what then proves to be the war requirements of our country

Civilian Use Still Restricted

and its Allies.

Mr. Henderson has also pointed out that the amount necessary for the continuance of the war alone in 1943 will amount to 617,000 tons and he allows in the same year the use of only 165,000 long tons for American civilian use. If the war continues in 1944, the production of synthetic and Guayule will increase so that our total supply of all types of rubber will amount to 703,000 long tons. But even this does not bring us relief to any great extent, as he still plans to limit the civilian use to 165,000 tons. Thus, it is easy enough to see that John Q. Public and the salesmen of America are facing an entirely different era as regards private autos owing to the shortage of rubber.

Passenger motor bus transportation is a great necessity in conveying factory workers to the plants, regardless of what type of product is being made. Practically six and one-half billion passengers were carried by motor bus transportation in 1941, an increase of 44% in two years. These passengers were carried by 55,000 buses, an increase of 12% (6,000) in two years time. Revenue passenger mileage in 1941 was more than four and three-

quarter billion miles, which was an increase of more than one and one-tenth billion in the last two years.

Now what does this volume of passenger traffic mean in regard to our total transportation—urban and suburban? Just this. More than 40% of this urban and suburban traffic was carried on bus lines.

Commuting railroads, electric street and interurban lines and rapid transit lines are responsible only for the transportation of 59% of the movement of this traffic. Traffic on these latter lines has increased but 10% in the last two years, while during the same period the bus lines have had to accommodate a 44% increase. Thus we see what an important factor bus transportation is in passenger traffic. That it is absolutely essential is proved by the fact that there are over 950 cities in the United States which depend entirely upon buses for transportation.

Now let us turn from the man who

SALARIED POSITIONS

\$2,500 to \$25,000. This thoroughly organized advertising service of 32 years' recognized standing and reputation, carries on preliminary negotiations for positions of the caliber indicated above, through a procedure individualized to each client's personal requirements. Several weeks are required to negotiate and each individual must finance the moderate cost of his own campaign. Retaining fee protected by refund provision as stipulated in our agreement. Identity is covered and, if employed, present position protected. If your salary has been \$2,500 or more, send only name and address for details. R. W. BIXBY, Inc., 118 Delward Bldg., Buffalo, N. Y.

PHOTOSTAT PRINTS

Photostat reproductions only 12c, letter size; (in quantities still less). Strengthen sales promotions with prints of testimonial letters, orders, etc. For office duplication, often costs less than typing or contact boxes.

MATHIAS and CARR, Inc. 165 Broadway; 1 East 42nd Street COrtland 7-4836



Worcester has money to spend. The industrial wage earner's envelope contains 25% more than it did a year ago or an average of well above \$40 per week.

This huge industrial Central New England Market keeps tuned to WTAG. WTAG's ratings far exceed the totals of <u>all</u> other stations combined — morning, noon, and night. Ask for the complete details.

When You Buy Time — Buy An Audience



NBC BASIC RED NETWORK

EDWARD PETRY & COMPANY, NATIONAL REPRESENTATIVE
Owned and operated by The Worcester Telegram-Gazette

must be transported to the plant for producing war materials and civilian goods, to the movement of commodities and products into and from the plant for meeting war requirements and civilian needs.

Of the total freight movement in the United States by railroads, inland waterways and motor trucks, approximately 11% was moved by trucks in 1941. In the same year of 1941 the railroads transported 470,000,000,000 ton miles, an increase of 5.1% above the previous high record of 1929 and 25.9% above 1940. They did this by heavier loading per car and longer hauling per ton than in previous years, thus meeting the strain of this increased traffic. In 1940, the latest figures available, according to the Interstate Commerce Commission, truck ton miles amounted to 48,500,000,000. If the trend of increase established in the previous three years was maintained in 1941 as was likely, it indicated that an approximate increase of 25% to 30% took place in that year. Truck ton mileage has been increasing at a much more rapid rate than the increase in railroad ton mileage.

Both railroad and trucking associations report greatly increased activities since Pearl Harbor; in both passenger and freight transportation. At this moment railroads and bus lines are carrying a larger amount of traffic of all kinds than they have ever carried before.

Joseph B. Eastman, director of the Office of Defense Transportation and chairman of the Interstate Commerce Commission, stated recently that with present equipment, the railroads could not begin to take motor transportation's place even if they were not

on call at all times to handle the continuous troop movements.

Only last week Mr. Eastman an-

nounced an immediate organization of a nationwide war transportation program. The plan proposed has two main objectives: To prolong the life of all transportation facilities now in use, and to increase efficiency of mass transportation. Further than this, he stated that after June 1 local carriers (such as department store delivery trucks) using rubber tires are required (not asked, mind you, but required) to reduce their total mileage by at least 25% each month as compared with the corresponding month in 1941.

In the matter of rail freight service, it is hard to predict what is going to happen. The sudden reversal of policy by WPB practically putting a stop to the construction of freight cars and locomotives, except those now on order, changes everything. Before this order came along, the railroads were confident that they could carry the load no matter how heavy (and short or long haul), because they could alway build new rolling stock at least as fast as the need for it developed.

This WPB order is a complete reversal. Last Fall the OPM was hollering that the railroads needed 300,000 more freight cars—with the traffic then in sight. With actual war and a rubber famine now on us, this same government body (with a different name) concludes that the railroads do not need any more cars or engines (to speak of) except those now on order.

This looks like highly fallacious thinking and raises serious doubts as to whether those on WPB or even on WPB's staff of "experts" are adequately informed about railroads. The other steel users appear to have far more adequate representation on WPB staffs than railroads have and, hence, the railroads are the ninth pig in the litter. Since the railroads are not

going to get any more rolling stock (to speak of) unless the WPB relents, the sole hope is that better economy in the use of what they have can absorb the extra load. As far as 1942 is concerned, maybe they can just about do this—but without counting on much diversion from trucks this year because of the tire situation. But the prospects for next Winter and the early months of 1943 look mighty bad.

The incomprehensible part of all this is that no great quantity of steel is involved. A few million tons will build enough (partially wooden) box cars and big locomotives to insure the country against a freight transportation shortage, for both civilian and

military traffic.

Apart from the devices for meeting the current situation which have already received fairly wide publicity, here are a few that might be applicable over a fairly wide front for business.

1. Because of the transportation difficulties plus the shortage in some of the types of board which are used for mounting window display panels, several organizations have already begun to mount lithographed sheets on corrugated board. A hundred panels of this kind can be rolled up and easily carried under the arm, whereas a man could not possibly carry more than a half dozen of the same displays if they were mounted on the usual heavy material.

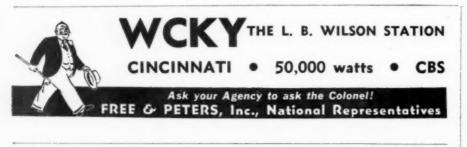
Conserve to Ease Carrying

2. Another device consists of creating point of sale display material on what might be called a calendar base—so that sheets representing change of copy can be torn off in a manner similar to a calendar. This technique makes it necessary to carry only one piece of material to the point of sale, although, of course, it does require considerable advance planning. Printing on both sides of point of sale cards, in order to supply change of copy, has already come into fairly wide vogue.

3. Alternating use of cars owned by salesmen covering the same territory but representing different companies is already in pretty wide practice as are also pooled deliveries to consumers through collective action on the part of retail merchants. Perhaps the most significant development under this heading is the trend to using public carriers for retail suburban deliveries. In this connection Railway Express Agency has experienced a tremendous demand for its services in all parts of the country. Without doubt, public carriers of this type will be in a preferred position when it comes to securing vehicles, gasoline and last, but certainly not least, rub-

ber.

4. One of the large food companies has recently established a quota whereby each salesman is required to plan his work so that one day each week he will do his selling on foot, even though he is a salesman normally equipped with a car. This company also requires each salesman to park his car overnight if he is more than eight miles from home. The company pays for the parking charge and also for the transportation by public conveyance to and from the point at which the salesman's car is left.





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BUT only the foolish are letting it go at that. Wise business men are planning for the time when the pendulum will swing back again. When it does those firms which have maintained sales contacts and consumer goodwill in key markets will be the ones which will not only get the business, but will be in the best position to build a strong business structure.

Wartime conditions call for flexible, selective, hardhitting marketing. The best medium for such a marketing program is the newspaper. Newspaper advertising enables you to hit where you want, as hard as you want. There's no waste in time or effort. You can pick the market on which you want to concentrate, and sell that market.

Newspaper advertising is selective advertising . . . adapted to today's requirements.

SELECTIVE SELLING NEEDED HERE

In a mid-western market, over a period of six months, a sectionally distributed brand of canned milk received 37.5% of the total business.

A nationally distributed brand of canned milk, over the same period, received only .4% of the total business.

CLEVELAND Press SAN FRANCISCO News INDIANAPOLIS Times

COLUMBUS Citizes CINCINNATI Post KENTUCKY Post Covington edition, Cincinnati Post KNOXVILLE . . . News-Sentinel

NATIONAL ADVERTISING DEPARTMENT . 230 PARK AVENUE . NEW YORK

WASHINGTON News EL PASO Herold-Post

BIRMINGHAM Post HOUSTON Press MEMPHIS . . . Commercial Appeal FORT WORTH Press MEMPHIS Press-Scimitar ALBUQUERQUE Tribune

CHICAGO SAN FRANCISCO DETROIT MEMPHIS PHILADELPHIA

MAY 15, 1942

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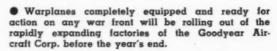
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AKRON AVIATION INDUSTRY EXPANDS!



• It has been estimated by state officials studying labor supply problems in Akron that a minimum of 20,000 production workers will be required in the Goodyear Aircraft operation. Unofficial estimates have exceeded that figure by several thousand.

● Akron's only newspaper, The Beacon Journal, has kept step with the rapid growth of this great industrial city. In less than four years Beacon Journal circulation has increased more than 50 per cent, bringing it to a new all-time high of 115,906 daily and 99,119 Sunday.

● The shrewd advertiser looking for complete coverage at one low cost will find the Beacon Journal an attractive buy to cover a market that is always ready to buy.

AKRON BEACON JOURNAL

Represented by: Story, Brooks & Finley

New York, Philadelphia, Chicago, Cleveland, Los Angeles, Atlanta

Good Value, IS IT, LAD?



Canny advertising and sales executives know the answer well. There's extra value in the Booth *Michigan* Market. Eight key markets—eight outstanding newspapers—over a third of a million circulation daily, without any premiums or deals.

BOOTH Michigan NEWSPAPERS

Grand Rapids Press · Flint Journal · Kalamazoo Gazette
Saginaw News · Jackson Citizen Patriot · Muskegon Chronicle
Bay City Times · Ann Arbor News

I. A. KLEIN, 50 E. 42nd St., New York JOHN E. LUTZ, 435 N. Michigan Ave., Chicago

From all of the foregoing it becomes manifest that the transportation problem for both men and products will be in a state of flux for some time to come—and any summary as of a given date will probably prove out of date in a relatively short time. Consequently the development of a general perspective on the whole transportation situation seems worth while, even though difficult. As of current date this seems to be the overall picture:

1. There will be many changes in distribution methods and distribution outlets because of continuous transportation up-

heaval and bottlenecks.

2. The cost of distribution must and will come down through causes attributable to wartime conditions. These costs will come down by such means as considerably fewer salesmen in many lines; less traveling by salesmen; fewer contacts by salesmen with customers and prospects; more use of telephone, business paper advertising and the mail; less expensive direct mail figured on a unit cost basis; less point-of-sale promotion and at lower cost per unit and with longer life per unit; and reduction in sales development work.

3. In general, sales perspective should be premised on a broad philosophy of—fewer goods to sell—fewer features to sell—less competition to meet—grading, labelling and standardization of values largely run by the government which will, so to speak, in a large measure take this function away from consumer movements.

"Sectional Selling"

Reduced sales for products requiring long hauls and extensive unit use of transportation facilities.

5. A tremendous increase in what may be termed sectional selling, which is to say—oodles of Georgia peaches for the people of Georgia—gobs of Vermont syrup for the citizens of Vermont and New England—great abundance of fruit for the people of the Pacific Coast and Florida—and so on for many kinds of products in many sections of the country where the consumption of short haul products can be stepped up temporarily at least and thereby decrease the strain on the nation's overall transportation system.

6. In order to make for equality of opportunity and equality of sacrifice all around, it may become imperative to launch campaigns for compulsory conservation of transportation facilities so that no class or group will be improperly favored or allowed to indulge in undue and unpatriotic waste.

It should be emphasized that major solution of the transportation problem, especially of rubber and passenger cars is presumably at least two or three years away. Meanwhile, if every effort is made to avoid waste in the use of the transportation facilities of all kinds which now exist, their life may be extended for one or two additional years. Through this process the crisis as a whole can be very substantially moderated. Meanwhile, too, the genius of American enterprise may meet the terrific challenges growing out of the transportation crisis by conceiving and producing new kinds of solutions.

THERE'S NOT ANOTHER LIKE IT!

NATURE records no other geyser which erupts with the uncanny regularity peculiar to "Old Faithful" in Yellowstone National Park.

Wise advertisers, however, will tell you that there is another "Old Faithful" . . . well-known to radio time buyers. They know by experience that WTIC can be depended upon to bring results in the Southern New England market where buying income is far above the national average.*

The prosperous people here pay attention to WTIC. So, include this faithful and friendly station in your next appropriation and discover for yourself why we say

THERE'S NOT ANOTHER LIKE IT!

* Sales Management, April 10, 1942.



DIRECT ROUTE TO AMERICA'S NO. 1 MARKET

The Travelers Broadcasting Service Corporation Member of NBC Red Network and Yankee Network

Representatives: WEED & COMPANY, New York, Chicago, Detroit, San Francisco

MAY 15, 1942

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TER ROUND TABLE

If You've Written a Letter That Gives an "Extra Satisfied" Feeling, Send It In. It May Win a Round Table Prize.

Brace of Collection Letters That Get to the Point Fast

Here are a pair of collection letters whose brevity is perhaps responsible for their effectiveness. Most overdue accounts need only a gentle jog, and the jocular reminders perform that duty admirably. The first is by Merl Tabor, general manager, Hall Lithographing Co., Topeka:

'Collection letter; Nuff said-

"Will help us out of the red!"
The second, by G. W. Conley, credit manager, American Rug and Carpet Co., Chicago, is almost equally succinct:
"It's Spring!
"Let's do a little house cleaning on

'Let's do a little house cleaning on

that past due balance.
"Your check for \$135.12, covering the October account, will do the trick and will be greatly appreciated."

What to Do With a Good, Though Dilatory, Customer

Nearly every company has at least one good customer who is careless about pay-ments in accordance with credit terms. You can't chide such sloppy bookkeeping in peremptory terms. That would be penny wisdom and pound foolishness.

On the other hand, you can't keep on accepting checks long after the proper date for discounts. Mr. Customer has to understand that your firm is entirely

friendly, but not fooling about this matter.

E. W. Porter, sales manager, New Process Fibre Co., Greenwood, Del., sends the following diplomatically worded epistle where the customer has a chronic case of "the slows." Addressed to the president of the firm, it has never yet failed to clear up an appropriate difficulty. up an annoying difficulty.

Living in the hills of Kentucky, was a little mother, who was very old and very tired. Her son, returning from a brilliant education at the state college, was painting her a word-picture of Heaven. Her face glowed as she followed each word, 'the birds sing sweetly, the trees breathlessly, 'son, what kind of a kitchensink does it have?'"
"Wasn't that and flowers are wonderful, the sun is

"Wasn't that human? She just couldn't imagine anything being perfect!

"Well, we're not that way about you and your business. When you send us an order for two and one half million washers, we're surely glad to see it; and you know, from this end, we'll do the very best we possibly can to ship you the washers, even in the face of all the demands we now have for fibre.

'On your end, we have a feeling you're going to tell your folks in the bookkeeping department to keep a special tab on our ledger page. The December 24th invoice on the enclosed statement has been overlooked. Your check for the previous month's business, including all invoices, regardless of date, always should be mailed to us on the 10th, 15th or 20th . . . whatever suits you best,—but let's make it

"We believe there are some perfect things in Life and a business friendship and a business account can be numbered among them.'

"Our Salesman Hasn't Called, But We Still Love You'

Salesmen are not hopping into their cars every whipstitch nowadays and rolling up to buyers on the off-chance that they might place an order. Thanks to the "Ma Race" and the "Honorary Aryans," or must be kept to an absolute minimum. calls

But are those buyers missing salesmen's calls? Are they feeling a trifle neglected? Or is it another instance of "out of sight, out of mind"? In either case a company cannot afford merely to keep silent and hope for the best.

E. J. Monjure, of Myles Salt Co., explains the situation to his customers in the following letter. Read it and you'll understand why he won first prize in the Round Table this month.

'Do you recall those warm, sunny days last June when most of us complacently scanned the war in Europe in a disinterested sort of way and felt that two broad oceans was a good enough reason for us to maintain our neutrality?

That was last June, and since then much water has passed under the bridge.

Prize-Winning Letters For April

E. J. Monjure Myles Salt Co., Ltd., New Orleans, La.

CLAUDE S. WELTON Vice-president in Charge of Sales Purepac Corp. New York, N. Y.

> Louis F. Gump Ohio Laboratories, Inc. Columbus, Ohio

"A sneak attack by those stunted vermin of Nippon has given threat to our American way of life and placed us right in the thick of things. It has now become necessary to marshall our forces in an effort to beat off this yellow scourge, and to do this . . . and do it well . . . will entail many sacrifices both in a personal and industrial sense.

Right now, we at Myles-as have most other industries-have already felt the effects of the rubber shortage. We have found it imperative to rearrange our salesmen's traveling schedule, and for the most part keep them operating closer to their home base. This means that perhaps our representative has not been to see you in recent weeks, or that it may be sometime before he does get around to your neigh-borhood . . . but it does not mean in any sense that we have forgotten you, or do

not value your business as much as ever.
"As a matter of fact, believing that it is time for you to be needing salt again, we are writing now asking that if you find yourself running low on cartons or other grades to let us know so we can arrange immediately to have a car headed in your

direction.

A 'phone call collect to Bob Williams at Ce. 9636 in Memphis, or a wire direct to our office here in New Orleans will tell us we can be of service. Let us hear from you soon, Mr. Wilson."

Here's a "Sign-off" That Deserves Wide Adoption

W. Walker, of Milton Roy Pumps, Philadelphia, steps forward with a pro-posal of interest to every American. Says

he:
"I am one of a number of businessmen
husiness letters that who actually abhor business letters that customarily end in the hackneyed phrase, 'Yours truly' or 'Very truly yours' or similar expressions.

"With the thought that the closing of a letter could really mean something bigger and something sincere during this time of our unified effort, I made the suggestion within our organization that we all sign letters for the duration of the war with 'Yours for Victory.'

"I pass the thought on to you, relin-quishing any claim to copyright. I hope that our everyday business correspondence may keep the objective of our present task constantly before us in a complimentary closing that has real meaning."

The Round Table hereby seconds Mr.

Walker's motion. All in favor will please vote by so signing their letters:

Yours for Victory.

High School



Great American sport . . . great democratic tradition

Common Denominator

- Here's how the husbands of five new Journal subscribers in Boston would look if they met in the bleachers in their working clothes, grouped exactly as their wives' subscriptions were taken. More than one common interest would bring them together . . . you know that each of them shares the traditional American love of Home. For wherever the Ladies' Home Journal goes, there's a wide-awake woman looking for practical help in her home-making and in her spending.
- Average circulation of the Journal for the first three months of 1942 (March estimated) was 380,000 more than the same three months in 1941. Two of the 1942 issues were sold at the new 15-cent price.

Reaching a Cross-Section of America



School Teach Accountant Bookkeeper Police Offic Foreman Mechanic Office Worke Salesman Secretary Accountant Physician Secretary Adjuster Machinist Salesman Clerk Mechanic Factory Work Salesman Auditor Furniture Mor Salesman Repair Man Watchmaker

Entomologist Policeman Bartender Postal Employ Pilot

Bank Cle

Office Manage Timman linger wrage Manage Search Work gineer forekeeper chinist mager incing Teach yer echanic alloonkeeper ollector tel Owner mrchant geon Fancie

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Machinist Mate

U. S. Coast Guard High School



WOW'S ideal 590 Kilocycle wave-length and basic Red Network schedule makes it the favorite station in the 276 rich counties of WOW-LAND.

THE PROOF IS HERE . . .



Media & Agency News

Agencies

The scope of advertising agency functions is being broadened by the war. Agencies today aid not only in the sale of their clients' products, and in strengthening their clients' reputations, but in developing morale within their clients' organizations.

Robert Tinsman, president of Federal Advertising Agency, informs clients of the establishment of a special war promotion service. Executives and creative staffs of Federal have volunteered part of their time to planning and execution of employe morale-building campaigns adapted to the needs of the various companies. No charges except for out-of-pocket expenses will be made to clients.

American Association of Advertising Agencies will hold a two-day discussion convention, for members only, at Skytop, Pa., May 18-19. A new executive board will be elected.

Agency men who have lately gone into Government service include Sidney W. Dean, Jr., vice-president, J. Walter Thompson Co., to the Office of Coordinator of Information; William M. Spire, radio director of McCann-Erickson, to radio section, Office of Emergency Management, and E. N. Axtell, executive of Russell M. Seeds Agency, to military instructor in Chicago high schools.



(Left) Sidney W. Dean, Jr., v.-p., J. Walter Thompson, who has joined the staff of the Office of Coordinator of Information.



(Right) Fairfax M. Cone, now v.-p. in charge of Lord & Thomas' creative work in Chicago.

C. H. Cottington, former vice-president in charge of radio, N. W. Ayer & Son, becomes radio director of McCann-Erickson.

. King Rich is named art director of Albert Frank-Guenther Law, New York office.

. Fairfax M. Cone, vice-president of Lord & Thomas, is transferred from New York to take charge of creative work at Chicago.

. Thayer Ridgway, from McCann-Erickson, is now executive on the Calvert account with Lennen & Mitchell.

Gerth-Knollin Advertising Agency, San Francisco and Los Angeles, has split into Knollin Advertising Agency and Gerth-Pacific Advertising Agency. Herbert O. Nelson and Charles Bowes will be the respective Los Angeles managers of the two agencies. Both firms will continue at the same addresses.

Wortman, Barton & Co. and Barton & Goold combine as Wortman, Barton & Goold, 345 Madison Avenue, New York.

Moser & Cotins, Inc., Utica, forms a separate corporation by its New York staff, known as Moser & Cotins New York City Corp., 420 Lexington Avenue.

Henry T. Ewald of Detroit, president of Campbell-Ewald Co., received a medal of honor from University of Missouri School of Journalism, at Columbia, Mo., May 14, for public services and for his work for the advancement of advertising.

Accounts: Procter & Gamble names Biow Co. for Teel liquid dentifrice, effective July 1. . . Colgate-Palmolive-Peet appoints William Esty & Co. for Super Suds. . . Quaker Oats Co. names Sherman K. Ellis & Co., Chicago office, for Muffets. . . McMillen Feed Mills, Ft. Wayne, Ind., to Sherman K. Ellis & Co., for Dogburger dog food. . . New York City Tunnel Authority (Queens Midtown Manhattan Tunnel) to Grey Advertising Agency. . . Federal Electric Products Co., Newark, to Tracy, Kent & Co., New York . . Mellin-Quincy Manufacturing Co., maker of Hampshire House dinette furniture, to Lewis Advertising Agency, Newark. . . . House of Old Molineaux, Inc., Boston, wines, to Hirshon-Garfield, Inc., Boston office. . . White Sulphur Co., Sharon Springs, N. Y., to Swafford & Koehl, New York. . . . Wood Newspaper Machinery Corp., Plainfield, N. J., to Butler-Advertising, New York. . . . Clopay Corp., Cincinnati, maker of window shades, blackout shades, etc., to Stockton-West Burkhardt, Inc., there.

Magazines

Newsstand sales of women's service magazines—Ladies' Home Journal, Woman's Home Companion and McCall's—which increased prices this year, are reported to be holding up well. Saturday Evening Post and Liberty, the two national weeklies which went to 10 cents last month, do not yet have complete figures. Collier's went to a dime on May 10. . . Meanwhile, Life has been testing at 15 cents in Pensacola, Fla., Watertown, N. Y., Williamsport, Pa., and Yakima, Wash.—with no results yet ready to report.

Magazine linage in April is reported to have declined about 19% from the level of April, 1941.

McCall's publishes in its May issue a program for women's clubs and groups cooperating with the United States Government's Consumer's Pledge. . . Vogne issues a study on classified school and camp advertising in magazines.

"How the Market Pattern of Magazines Matches the Basic Market Pattern of Advertisers" is shown by Magazine Marketing Service, New York, in the first of a series of studies executed by Elmo Roper, in cooperation with several magazine research directors—Donald Hobart, Everett Smith, Ray Robinson, Neil DuBois and Arthur Hirose. This study, covering the

WARREN SMALL

"Every time I hit Pittsburgh I stop where they take the Sun-Telegraph! With that paper carryin' over 39% of the city's 3-paper food lineage, it's a cinch that Sun-Telegraph readers will have a well-stocked pantry!"

P. S. The Rodney Boone man can give YOU the inside dope, too!

* SOURCE:-Media Records, year 1941.

MAY 15, 1942

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ONE STEP

in the right direction
and you're in
Cleveland's
most convenient, friendly
hotel

HOTEL CLEVELAND

 Cleveland is famous for its friendly hospitality — and Hotel Cleveland, the city's most convenient hotel, stands as the host to assure you a warm and hearty welcome.

Located on the Public Square, Hotel Cleveland is directly connected with a modern 2000-car garage, and the Union Passenger Terminal. Just to the north are the docks of the Great Lakes steamers, the Public Auditorium, and Public Stadium. Shopping and theatre districts are next-door.

At Hotel Cleveland you'll find modern, comfortable rooms —air conditioned restaurants with music—and always a genuinely friendly welcome. May we see you on your next trip to Cleveland?

HOTEL CLEVELAND

city of Des Moines, reports that, in proportion to number of individuals, magazines have their greatest readership among the higher income groups. A. E. Winger of Crowell-Collier is chairman of the M. M. S. executive committee.

Charles Yeager, for seven years in charge of promotion for American Druggist and Motor, is named promotion manager of of Cosmopolitan, replacing Malcolm G. Rollins, who has become promotion manager of Good Housekeeping. . . . Gibson McCabe, from Young America, and Chet

(Right) Charles Yeager, new promotion manager at Cosmopolitan.





(Left) Donald L. Curtiss becomes advertising promotion manager of Dell Publishing Co.

Sloane, from Dell Publishing Co., join Newsweek as circulation manager and circulation promotion manager. . . . Frederic Austin is now circulation manager of Young America. . . Donald L. Curtiss, formerly promotion and research manager of Outdoor Advertising, Inc., succeeds Chet Sloane as advertising promotion manager of Dell. . . Bert L. Orde is named eastern advertising manager of Screenland Unit. . . Gilbert P. Swanson, for several years with the Chicago office of Associated Farm Papers, becomes acting advertising manager of the Pacific Northwest Farm Trio (Washington, Oregon, Idaho Farmers), at Spokane. . . . Arthur Christianson and Karl F. Kassebaum join the eastern sales staff of Macfadden Women's Group. . . . Fred A. Von Ritter is now on the eastern advertising staff of Click.

Marshall Field will introduce on May 19 a new 5-cent picture magazine, Parade's Weekly. Slightly smaller than tabloid size, it will be printed in gravure and feature exclusive picture stories. Advertising will be accepted. R. A. Lasley is editor and Fred Sparks managing editor.

Macfadden Publications, Inc., appoint John Schiller as general manager of True Detective Mysteries and Master Detective.

A front-cover painting by Willy Pogany, from the May 17 issue of the American Weekly, showing the ravages of forest fires, has been reproduced on 800,000 posters, being distributed by the Forest Service, United States Department of Agriculture.

Radio

Although radio has its share of wartime problems and responsibilities, this medium continues to expand in various directions—the most important of which, perhaps, is billings. Network radio is reported to have increased its dollar volume about 14% in the first quarter, and to have continued to grow in April. Three of the four national networks, however, do not release billings figures.

The Wall Street Journal reports that the Blue Network is now about 25% sold, and that its "billings for the first four months of 1942 showed an increase over the similar period of a year ago." . . . Mutual reported a gain of about 85% in April over April, 1941.

CBS opens its Latin American network of 76 stations on a full-scale basis on May 19.

Sherman Gregory is named manager of WEAF, New York, in conjunction with his duties as manager of NBC operated



Sherman Gregory is made manager of Station WEAF, New York.

stations. . . . Craig Lawrence becomes acting station manager of KSO-KRNT, while Major Luther L. Hill, executive vice-president of Iowa Broadcasting Co. and station manager, is serving with the Army Air Corps. . . . John W. Elwood, former manager of NBC's international division, succeeds Al Nelson, resigned, as manager of KPO, San Francisco. . . Francis C. Barton Jr., former manager of program service, becomes personnel manager of CBS. . . . William N. Robson resigns as radio director of Lennen & Mitchell to join CBS as a producer-director. . . Wallace A. Walker, formerly chief statistician of Mutual Broadcasting System, joins the staff of C. E. Hooper, Inc.

The Blue network issues a study predicting a "boom Summer" for advertising.



City to city, village to village, store to store went your salesmen. They made friends with your dealers...sold your goods...checked your point of sale material . . . reported on your competitors.

If you are one of the many firms for whom this type of selling is becoming increasingly difficult, or even impossible, you should know about Ross Federal's field force of more than 4,000 men. Located in the key marketing spots from coast to coast, this trained staff is "on the spot" to solve selling and merchandising problems. Trained in marketing research work, in contact work with wholesaler or retailer, the Ross Federal man can fill in for your own salesman. And at the same time he can give you an accurate, unbiased, over-all picture of your dealer relations.

Right now, or in the months to come, when a lack of manpower or transportation facilities can cause serious merchandising lapses, Ross Federal, one of America's largest research organizations, can help you. If you aren't already familiar with Ross Federal, you owe it to yourself and your business to find out how reasonably you can apply scientific marketing research to your own plans.

WHAT ROSS FEDERAL DOES

CONSUMER INTERVIEWS

Person to person-by telephone or mail

RADIO COINCIDENTAL SURVEYS

CONFIDENTIAL SHOPPING STUDIES

DEALER INTERVIEWS

Inventory and point of sale display checking

READERSHIP STUDIES

OUTDOOR ADVERTISING CHECKING

TRAFFIC CHECKING

*For a detailed presentation of Ross Federal's many research services write for a copy of SOUNDINGS.

FIRST with the Facts! ROSS FEDERAL RESEAR

CORPORATION · 18 EAST 48TH STREET, NEW YORK

AND 31 KEY CITIES FROM COAST TO COAST

MAY 15, 1942

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IT'S ABOUT TIME IN NEW YORK

TIME, always valuable, is now more precious than ever. Save time by staying at The McAlpin. Its ideal midtown location is right where it's most convenient for business or pleasure.

Rooms with private bath

SAVE

STAY

Single from 13.30

Double from \$4.95

> I BLOCK FROM PENN. STATION.

5 MINUTES SOUARE.

B. & O. Motor Coaches Stop at our Door.

HOTEL BROADWAY AT 34th ST. **NEW YORK**

> Under KNOTT Management John J. Woelfie, Manager

ANIMATE YOUR STATISTICS

The Pictographs designed by the Chartmakers, Inc., and featured in Sales Management show how effective statistics become when treated pictorially. The huge popularity of the S. M. Pictographs is proof that statistics treated graphically by the Chartmakers, Inc. capture new life and hold the casual reader's attention. Get that same reader acceptance for your charts by calling PL 8-0450.

THE CHARTMAKERS, INC.





Factors include "wages at the highest level since 1929; with fewer commodities to buy, millions of extra dollars will be spent in available merchandise; with added war interest, millions more will listen this Sum-

Joseph H. Ream, secretary and general attorney of CBS, is named to the general staff of the network, serving with Paul W. Kesten, Mefford Runyon and Frank K. White.

Dyar Writes on Newspaper Promotion and Research

The importance of promotion in build-ing the nation's billion-dollar newspaper industry, and the diversity of the promotion and research manager's job, are told by Ralph E. Dyar in "Newspaper Promo-tion and Research," just published by Harper & Bros.

Mr. Dyar is director of promotion and research of the Spokane Spokesman-Review and the other Cowles publications there. The 23 chapters cover such varied activities as goodwill promotions, meetings, mer-chandising papers, publication advertising, letters, material for a newspaper's own staff, and presentation of data.

Effective promotions of scores of individual newspapers are cited.

Newspapers

"Public relations" copy by national advertisers is beginning to make up for some of the loss which newspapers have sustained from fewer product sales campaigns. Certain advertisers, such as Bethlehem Steel, Timken Roller Bearing and Westinghouse, include newspaper emphasis in their plant cities as part of their national programs. Some others, including Pullman and Stewart-Warner, publish special messages in newspapers of some major cities.

To attract more of such advertising, the New York Times is reproducing some of its own ads which have appeared in the *Times* in a campaign in industrial papers in the petroleum, rubber, automative, aviation and other fields.

Bureau of Advertising, American Newspaper Publishers Association, is publishing a book, "Advertising Goes to War," reproducing recent examples of newspaper advertising—both retail and national— which is keyed to war conditions and which helps to solve some of today's advertising problems.

The New York Sun awards first prize—\$650, face value, in war bonds—to Frederick E. Wakeman, copy chief, and Ralph Jaeger, art director of Fuller & Smith & Ross, New York, in its annual Father's Day Advertising Contest. About 100 newspapers throughout the country are expected to reproduce the series.

Coincident with the successful closing of a \$45,000,000 "Buy-a-Bomber" campaign, the Boston Daily Record, Boston American and Sunday Advertiser recently opened a "Buddies" Club," largest building ever erected on Boston Common, as a recreation center for service men.

Advertising Research Foundation issues Study No. 50 in the Continuing Study of Newspaper Reading, on the February 27 issue of the Portland, Maine, Evening . . .

The Jersey Journal of Jersey City observed its seventy-fifth aniversary this month. The Journal is headed by Walter M. Dear, also president of American Newspaper Publishers Association.

Business Papers

Roy N. Phelan, secretary-treasurer of Mc-Graw-Hill Co. of California, moves from San Francisco to Los Angeles, where he will head, as district manager, a new office at 601 West Fifth Street. West Coast editorial offices of Aviation move to Los Angeles. Western editorial offices of other McGraw-Hill papers are in San Francisco.

Air Conditioning & Oil Heat and Fuel Oil Journal combine as Fuel Oil & Oil Heat, with A. G. Winkler, president and advertising manager, L. D. Becker, chairman of the board, at 232 Madison Avenue, New York. . . . Geyer's Topics, New York, presenting for strippers and office seminates. magazine for stationery and office equipment dealers, observes its 65th anniversary. . . . Men's Wear, New York, will devote a special issue, June 10, to "Six Months of War." . . . Mal Parks, former managing newspaper ads which tie in with National Tennis Week, May 23-30. . . . Chain Store Age, New York, issues a study of sales volumes and number of units of chain value. riety stores. . . . John F. Hyde is named advertising manager of Aviation Equipment. a Haire publication.

Outdoor

McCandlish Lithograph Corporation, Philadelphia, awards first prize, \$500, to John Milligan, Philadelphia, for 24-sheet poster designs in the McCandlish Awards of 1941.

William Drake, Jr., from the Tea Bureau, joins the executive staff of Criterion Advertising Co., handling rational sales accounts.

WHAT IS AMERICA'S STRONGEST RURAL ADVERTISING MEDIUM? OVERWHELMINGLY AMERICA'S LARGEST RURAL MAGAZINE...2,600,000



Booklets reviewed below are free unless otherwise specified, and available either through this office or direct from the publishers. In addressing this office please use a separate letterhead for each booklet requested, to facilitate handling. The address is SALES MANAGEMENT, Reader's Service Bureau, 420 Lexington Avenue, New York, N. Y.

How One Company Tackles the War Production Problem: During 1941 as defense needs produced a progressive atrophy in large portions of our commercial organ-ism, company after company was brought closer to the inevitable alternative of replacing normal markets with defense orders or of closing their plants. Lyon Metal Prod-ucts, Inc., fabricator of sheet metal prod-ucts, faced the loss of five of its regular markets that had been absorbing 50% of the company's output. How the company met the challenge, how it analyzed its own aptitude for war work and coordinated every department of the organization in the effort to obtain prime contracts and sub-contracts, is told in "How One Company Tackles the War Production Problem" a blueprint for survival which Lyon has published in the hope that it will prove helpful to manufacturers still struggling to adjust their facilities and personnel to war time economy. The book is packed with suggestions that will be welcomed by com-panies large and small. It's a fascinating as well as instructive story, presented in streamlined form with short paragraph arrangements, color blocks, sketches and diagrams enabling the reader to grasp the information quickly. For copies address Leonard Rhodes, Lyon Metal Products, Inc., Aurora, III.

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How to Help Hotel and Restaurant Operators Today: The first of three reports on conditions confronting hotel and restaurant operators as a result of supply and equipment shortages. Addressed to manufacturers and suppliers, it contains 25 pages of practical suggestions about the substitute materials, maintenance, repair parts, conservation, research activity, price and delivery information. The publishers state that not one word of the report is based on their own opinions; that the suggestions come direct from hotel and restaurant operators who were queried personally by investigators during several weeks of intensive field survey. Write Ahrens Publishing Co., 71 Vanderbilt Ave., New York, N. Y.

WSGN—Circulation and Market Data: A market study of Northern Alabama and the city of Birmingham. The results are in an attractively printed file folder the inside spread of which is devoted to a reproduction of two maps, one indicating the extent of the area surveyed, the other relating it to the area covered from Birmingham as a station center. The information includes a breakdown by counties of the guaranteed effective area and a comparative market analysis based on urban and rural population, number of families, number of retail stores, retail sales volume and the value of farm lands and buildings. The authors of the study plan to release

additional material from time to time to keep the file on this market abreast of new developments. Copies obtainable from Henry P. Johnston, Station WSGN, Birmingham, Ala.

How Industry Can Cooperate with the National Nutrition Plan: The office of Defense Health and Welfare Services has prepared this booklet outlining a plan of cooperation by which industries can aid in the dissemination of the scientific findings of modern nutrition research. It will be distributed to advertising agencies and publications carrying food advertising, to manufacturers of food and related products, food chains, independent food stores, department stores, hotels, restaurants and insurance companies. The drive will be bannered by the slogan "U. S. Needs Us Strong," and according to H. E. Houghton, merchandising consultant to Federal Security Administrator McNutt, the volume of space advertising and tie-up material indicates that this plan will be the largest food merchandising campaign ever launched.

A Study of FM Listening: The purpose of a survey usually is to confirm or correct an earlier impression. This study has dug up a number of facts to dispel some of the false notions in the minds of marketers about the type of people who listen to frequency modulation broadcasts. It brings the average FM listener into sharp focus, revealing him as an ordinary sort of person, no more peculiar in his program preferences than the fellow who gets his air-borne diversion by dialing the regular broadcast band—quite different from the more or less popular misconception of an upstage creature who goes in consistently for champagne and caviar.

The researchers interview 203 owners of FM sets, with the result that the study offers a wealth of information about the composition of FM families, their income distribution, age of sets in use, reasons for liking FM broadcasting, average listening time and program selections. The findings are tied in with a market analysis of the area reached by W71NY, the Bamberger FM station. For copies write Joseph Creamer, Bamberger Broadcasting Service, Inc., 1440 Broadway, New York, N. Y.

This Is Serious Business: Tracing the origin and growth of Sunday comics section advertising, this 50-page book dramatically presents the emotional impact of this medium on the reading public.

The volume has proved so interesting to agency men and national advertisers that a second presentation, similar in format but expressing the companionship between radio and comics advertising, is now being prepared. For copies, address the author, Fred Reinhart, Metropolitan Sunday Newspapers, Inc., 220 East 42 St., New York, N. Y.

MARKET RESEARCH

Chemical company wants experienced man for making surveys of markets for new chemical products and new uses for established materials. Should be able to do active field work and prepare data for presentation. Prefer man with sales experience so that relation of market surveys to sales problems would be better understood. Box 1009, Sales Management, 386 Fourth Ave., New York, N. Y.



Derenity of glowing sunsets ... romance of star-spangled heavens ... thrill to them at "The Top of The Mark". Here in a gorgeous, 50-mile panorama you view the unforgettable beauty of San Francisco, the wonder of the 2-bridge-spanned Bay, the glory of the hills beyond.

* Make this poignant picture your private view. No matter how brief your visit, you will see more of San Francisco... her beauty, her romance, her fascinating life...when you stop at The Mark. Rates from \$5. Garage in the building.

* Special reduced rates for *
service men and their families



GEO. D. SMITH, General Manager

COMME BILL

PRICE FREEZING AND PROFIT SQUEEZING: The big price ceiling action by the Federal Government, effective May 15, has also been heralded as a price freezing movement. It should also be called a profit squeezing program.

Clearly the Government seeks to stop, or at least retard, the forward movement technically described as inflation but more commonly called a rise in the cost of living. Undoubtedly the objective is important but it seems no breach of patriotism to point out certain weaknesses in the law.

First, failure to peg either wages or commodity prices (principally farm prices) in a comparable status quo sense necessarily leaves many business interests—manufacturing, wholesale and retail—between the Scylla of rapidly rising costs and the Charybdis of insolvent operation which will force many concerns out of business. Many sales effected during the month of March 1942, were made from inventories which cannot possibly be replaced at any thing approaching the actual original cost of such inventories.

Of course, the Government is not unaware of this incongruous situation. Economists of OPA itself have in effect pointed out that Hamlet has been left out of the play when parallel ceilings on wages and commodity prices were omitted. Leading officials of OPA have been equally frank to point out that the spread between the cost of old inventories and new inventories must be taken out of profits if it cannot be taken out of reductions in the costs of distribution and administration, because nowhere has it been proposed and, in fact, OPA has indicated its opposition to cutting costs by decreasing quality.

Finally, OPA officials have been honest in admitting that certain situations will arise where price freezing cannot be accomplished at March levels even though profit squeezing carries a big part of the load. In such cases it has already been stated that some manufacturers and farmers will receive direct Government subsidies so that prices will remain frozen with the public in a literal sense, at least. Of course, these subsidies will sooner or later come out of the public in the form of taxes, and with all the political implications that go with such a subsidy program.

Naturally we do not anticipate that the new price freezing program can be operated successfully according to its chief objective of holding steadfast to the March levels. We believe exceptions are likely to become the rule and

the whole administration complicated in almost incomprehensible degree.

Meanwhile, too, we suspect that the distasteful doctrine of "let the devil take the hindmost" will apply in shameful degree by reason of the enormous number of schemes which will be devised primarily to maintain solvent operation of business concerns and which will be "tolerated" or overlooked by administrative officials who are unwilling to send thousands of business concerns to the wall merely to sustain a law which is fundamentally unsound in the first place.

BAPTISM OF FIRE: Any one listening to leaders now devoting their full energy to winning the war cannot but note a striking difference between the manner and attitude of those who have actually been to the front where the fighting is going on and those who have not.

In the last war, and already in this war, the men in uniform physically fit to serve at the front are at least rotated between active service and administrative service. The point we raise is why should not the same principle apply to those civilian, administrative and legislative personages on whom responsibility for leadership falls heaviest? If any one is going to serve on an important committee of the Congress, why should he not be ordered by his Commander-in-Chief to make periodic visits, for a few weeks at least, to the front? Why should not the same hold true for those who serve in the important administrative governmental posts and for the leaders of big blocks of our population, such as labor heads, farm leaders etc.?

We make this suggestion in all seriousness, because we know that all men who have met those who have been part of a "baptism" program reflect higher statesmanship, deeper patriotism, greater courage and far less political weakness. We cite specifically under this heading such men as William L. Batt, Averill Harriman, Harry Hopkins and numerous others—men who have certainly been as busy at home as anyone else in helping to win the war but each of whom has also been "over there."

Lest this suggestion smack too much of talking about the other fellow, we also recommend, in the interest of good public policy, the application of the same baptism for the editors of the press and for commentators both in the press an on the air.